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POSITION CLASSIFICATION PROJECT

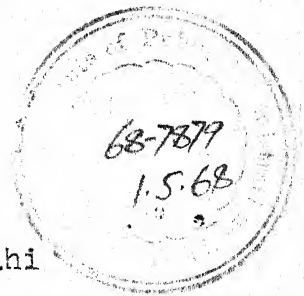
M.M.KOHLI
PROJECT DIRECTOR

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New Delhi

March 30, 1968



Dear Dr. Khosla,

On behalf of the team which has been working on the Position Classification Project, I have the honour to forward herewith a Report on the feasibility of introducing Position Classification in Government organisations.

This report gives an exposition of the concept of Position Classification, its advantages as a tool of personnel management, and the implications of its introduction in our administrative environment. The report, inter-alia, presents the results of the empirical survey of the Department of Family Planning. The results of this survey and the examination of the concepts of Position Classification have convinced us that the introduction of Position Classification in our personnel management systems and practices can alleviate many of the existing shortcomings and defects.

The challenges of rapid growth with which we are confronted are of very significant proportions. Our civil service structure is one of the largest in

(ii) -

the world. We are, therefore, quite naturally concerned that the period of transition from a well-entrenched system to a new system should be smooth. Before we undertake a complete change in our system of personnel management, we should have a fuller realisation of the consequences of change and the implications in terms of costs. It is with this realisation, we are advisedly suggesting a cautious movement towards the new system. We are however firm in our belief that if the techniques of Position Classification are given an adequate trial, the most hardened skeptics will be convinced of its utility. We recommend that to commence with, Position Classification should be introduced in three distinct areas of public activity and the results should be carefully analysed and debated. This will also enable the laying of a proper foundation for the system, it would make it more acceptable and would also train our own people in the application of the techniques. The latter, we feel, is very necessary. We hope it will not be too long before the studies we have recommended are taken up.

Besides completing the empirical survey of the Department of Family Planning, we have launched a second empirical survey of the Indian Oil Corporation, who have for some time been alive to the need of introducing Position Classification in their organisational structure.

We also undertook and successfully completed the job description for the Commanders of the Indian Airlines Corporation. Incidentally this assignment earned us our first consultancy fee. We are at present negotiating a contract with the USAID for preparing a classification scheme for 1200 positions in that organisation. We hope to undertake this work in the next month. The B.E.S.T. have also asked us to develop a classification scheme for them. It is gratifying to record that, as visualised by us earlier, the possibility of a consultancy service developing on this subject in the Institute now seems realizable.

Public administration, by its very nature, is a dynamic discipline and its techniques and methods must be changed with the change in the demand imposed on it. That there is a national consciousness of this is signified by the constitution of the Administrative Reforms Commission. We ardently hope that the results of this study would in some small measure assist them in their endeavours.

Whatever success we have achieved is due to the conscientious efforts of the members of the team, namely Dr. Suresh Verma, Sarvashri H.D.Khera and B.C.Bhasin. It is interesting to mention that all of them were new to this subject and, if I may say so, their hard skepticism

has been transformed into ardent enthusiasm. I hereby acknowledge my gratitude to all of them.

I am particularly grateful to Dr. Ross Pollock whose patience, painstaking care in training the members of the team, constant encouragement and wise counsel made this study possible.

I would also like to record my gratitude to Prof. O. Glenn Stahl for reading the manuscript of the Report and for making valuable suggestions.

Your interest, understanding and support have in a large measure contributed towards the success of this undertaking.

With regards,

Yours sincerely,

M.M.KOHLI

Dr. J.N.Khosla,
Director,
I.I.P.A.,
NEW DELHI

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INTRODUCTION

The last three decades have witness an unprecedented expansion in the functions of the Government. The rapid growth in population, the impact of technological change and vigorous expansion of the economy have added to the magnitude and complexity of government's functions. The objectives of government are now more numerous and involved. Scientific disciplines have assumed new dimensions and specialisation is increasingly required. Consequently the number and variety of positions created in public services have been increasing at an unprecedented rate. The problem of classifying the large number of varied positions on a rational basis, keeping in view the duties, responsibilities, relative difficulties, qualifications, and remuneration have therefore assumed greater importance than ever before.

2. Concomitant with the growth in the functions of Government, there has been a change in the type of civil servant required. The new role and objectives of State require specialised professional skills.

3. Notwithstanding the change in the objectives, scope, scale and complexity of government business, the four-fold classification structure of the Civil Services in India has survived. Recruitment continues to be made to a service and not to a position. For filling the higher positions, emphasis continues to be placed on the "generalist" qualities of an individual and not on the specific skills required for the duties and responsibilities of the position. For various reasons, there is an increasing tendency to create new All India and State Services. Even in the country from which we inherited the tradition of excessive reliance on formally constituted services, it is now considered outmoded.
4. One of the main purposes of a good personnel system should be the location of the best talent available not only from amongst the formally constituted services or cadres, not only from amongst generalists and specialists but from outside the Government also. The personnel system should be so designed that it develops motivation for better performance and ensures that placements and promotions are made on the basis of merit and suitability rather than on the basis of the service to which an individual belongs or his seniority.
5. The present system based on the four-fold classification of services and its reliance on the rank-in-man

and not on duties, responsibilities and skill requirements of a position is not conducive to achieving this objective. Consequently, the development of expertise and specialised skill is impeded and performance is adversely affected. As the manpower required by the Government is supplied by various services which are governed by different terms and conditions, tensions within and between services have increased. Yet the system has survived.

6. Does the survival of this system reflect an inherent excellence in the existing personnel practices? There are many who have serious misgivings on this count and have long felt the necessity of a searching review and appraisal of the existing personnel practices and policies with a view to bringing them in conformity with the magnitude and scope of government activity.

7. The techniques of Position Classification offer a major alternative to the existing personnel system based on services.

8. The genesis of Position Classification can be traced back to the demand of government clerks in the USA in 1838 for equal pay for equal work. The first concrete steps in this direction however was taken in about 1910 when the City of Chicago asked Mr. Edwin O. Griffenhagen

to evolve a suitable classification system for the employees of the City Government. He felt that the principles of taxonomy could be applied to this system. He found that posts could be brought together on the basis of their duties and responsibilities, and assembled into classes for which common qualification requirements could be set and a common pay scale could be applied with equity. The position classification plan which Mr. Griffenhagen developed for the City of Chicago proved to be so useful that soon this scheme was sold to different governments and business houses.

9. The demonstrated benefits of Position Classification impelled many countries to modify their personnel management systems and base them on duties classification. Starting in the U.S.A., duties classification has spread to many European and Asian countries. The spread of the classification movement to countries other than the U.S.A. may be attributed primarily to equity and greater efficiency which resulted in organisations which introduced Position Classification plans. Position Classification has been adopted by Canada, Australia, New Zealand, the Soviet Union and a number of East European countries. More recently, the Philippines, Thailand, the U.A.R. and Turkey have followed suit.

10. In India, Pakistan and many other Asian countries, the percepts of Position Classification are relatively

unknown and even less practised. Even those countries which have classification practiced based on rank-in-man have begun to borrow to a considerable extent from the fundamental precepts of Position Classification. In the U.K., where the personnel management system is based on rank-in-man, jobs are analysed and classified into specialities. Job specifications are meticulously determined to "assure proper match between man and job". Specialisation is encouraged and generalist jobs are being reduced. Lateral entry at middle and higher levels as a safeguard against "inbreeding" has been introduced. It is conceivable that ultimately the advantages of the system based on rank-in-man and the system based on rank-in-job could be synthesized and the two systems may merge.

11. In India, although some academic studies of Position Classification have been made by students of public administration, Position Classification schemes have not been introduced so far in any sizable area of public activity. With the object of determining the feasibility of application of the techniques of Position Classification, the extent to which the concepts of Position Classification can be introduced in government organisations and the extent to which these concepts can contribute in improving the present personnel system, the Indian Institute of Public Administration undertook

a pilot study of a newly constituted Department, namely the Department of Family Planning in the Ministry of Health and Family Planning.

12. In the following pages an attempt has been made to give an exposition of the concepts of Position Classification, the advantages which can be derived by the introduction of these concepts, and the implications of its introduction in our administrative environment. The Report also incorporates the results of the pilot survey of the Department of Family Planning.

13. We have no doubt that one study, even if it reveals promising potential for Position Classification, will not carry adequate conviction with the protagonists of the existing system, neither do we present it with this objective. The objective is limited: to provoke meaningful debate. If it stimulates further interest in the use of Position Classification as a tool for efficient personnel management, its purpose would have been served.

I. POSITION CLASSIFICATION - WHAT IT IS

A. Meaning of Position Classification

14. Position Classification is not an esoteric or an abstract concept. Its precepts are simple but its implications are far reaching. It is relatively a modern idea which has had a marked impact on the techniques of personnel administration.

15. In India, the principles and applications of job analysis are well understood. Job analysis is being applied increasingly in the industrial field. Job evaluating
tion is the industrial counterpart of Position Classification. It is, however, doubtful whether the concepts of Position Classification have been applied to any significant extent in the sphere of public activity. Both these concepts are of recent origin and the objective of both is organisational rationalisation.

16. In India and in many other countries, members of governmental bureaucracies are classified on the basis of personal rank. The rank or title of the individual establishes his pay, privileges, prestige and perquisites.

whatever the role of an individual in an organisation, the pay and privileges are the accompaniment of his rank. In contrast, under a scheme of Position Classification, the duties and responsibilities of a position determined, inter-alia, the pay grade and the privileges.

17. The simplest analogy for a Position Classification system is a bookcase in a school library in which the easiest to read books are assigned to the lowest shelf, the most difficult to the top shelf and other books in between based on their relative difficulty. In a position classification scheme, a series of grades are defined which permit the assigning of the easiest jobs to the lowest grade and the most difficult and responsible jobs to the highest grade. As the number of jobs increase, a position classification scheme, brings jobs having related duties and responsibilities into a series just a library brings together books on closely related topics. In position classification, all civil engineers are brought into a single series, into another all physicists, and into another all purchasing officers. In other words, position classification is the process of categorisation of positions into groups or classes on the basis of their duties, responsibilities and qualification requirements. The process of classification of positions assumes that the employee should be paid for what he does, not for his rank or

qualifications. That is:

Duties and responsibilities determine pay and qualification requirement

18. Position classification is a management tool. It is useful to managers for fixing pay, establishing qualification requirements, planning recruitment, selecting new employees, assigning work, promoting old employees, training, budgeting manpower, controlling personnel expenditure and analysing organisations.

19. For a clear understanding of the concepts of Position Classification, it is essential to explain some basic concepts such as Position and Employee, Class of Positions, Class specification, Class Series, Grade and Classification Plan.

B. Position and Employee

20. The basic unit of any organisation is a 'position'.

A 'position' is a group of current duties and responsibilities assigned or delegated by competent authority requiring the full-time or part-time employment of one person. a

A 'position' is the smallest unit in any organisation. It is necessary to emphasize the concept of the position as an abstract entity apart from the employee. A position is a statement of the duties and responsibilities the management has assigned to be done by one person. Whether the post is occupied or vacant, the duties and responsibilities

are there to be done. When an officer or employee is assigned to a position, he is expected to perform those duties and accept those responsibilities. If he departs significantly from management's expectation, the manager must either guide the employee back to the position or decide to make an official change in its duties and responsibilities.

21. A manager may add or subtract workload from a position without necessarily changing the duties and responsibilities. He may expand his interpretation of these duties and responsibilities without necessarily changing the position. But if he makes or accepts a significant change, he is in effect creating a new position which may properly belong to another class with different qualification requirements and a different pay scale.

22. An illustration will help to clarify this. A manager asks for and gets authority to set up a new position the incumbent of which will carry files, deliver oral messages, and do other simple work. He is assigned a bright person, who is a trained typist. If the manager calls upon the messenger to type, he is creating a different position. He should either return the person to his assigned duties or ask for authority to create a new position of lower division clerk and for a promotion action.

23. Under a classification scheme, it would not be considered fair to allow an employee to take on permanently

the duties of a higher class position without rewarding him suitably. It would be considered improper to allow a person lacking the required qualifications to perform the duties of a higher class. This does not mean that the manager prevents employees from developing their knowledge and skills, but it does mean that as the employee develops the ability to undertake more responsibility, the manager makes such assignments officially and with full recognition of the potential impact of the action on his organisation and budget.

24. Note how different this is from a rank-oriented system. In such a system, an officer of middle rank may be assigned in turn to posts of rather different levels of responsibility without any changes in pay. A manager may assign a man with a degree in liberal arts and only very general experience to a technical posts in spite of his lack of requisite knowledge and skills. On the other hand, a manager might assign a technician to a policy post whether or not he had adequate preparation for its demanding duties. In short in a rank-oriented system much less attention is paid to fitting an employees' qualifications to the needs of a position, and less attention to insuring comparable compensation for comparable work.

C. Class of Positions

25. Like positions are placed in the same class. A clear understanding of the term 'Class' is of vital importance. "The term 'Class' means a group of positions sufficiently similar in respect to the duties, responsibilities and authority thereof, that the same descriptive title may be used with clarity to designate each position allocated to the class, that the same requirements as to education, experience, capacity, knowledge, proficiency, ability and other qualifications should be required of the incumbents, that the same tests of fitness may be used to choose qualified employees, and that the same schedule of compensation can be made to apply with equity under the same or substantially the same employment conditions!"¹ In other words, a class of positions is a group of positions which notwithstanding the organization in which they are located (i) are sufficiently alike in their duties, responsibilities and authority to justify the same designation being applied to the entire group, (ii) require the same education, training and experience, (iii) same tests of knowledges, skills and abilities can be used in appointment, transfer, or promotion, and (iv) are of a similar level of

job worth, and hence deserve the same salary range under the same conditions of employment.

26. It would be observed that the definition of 'class' incorporates the principles for determining whether two or more given positions belong to the same class or to different classes. The principles could be restated as follows :

- (a) posts should be carefully studied to determine accurately what work and responsibilities are assigned to them.
- (b) posts having similar subject matter assignments, the same level of responsibilities, and requiring the same education and experience, should be placed in the same class.
- (c) posts having significantly different assignments or responsibilities of different levels or requiring quite different education and experience should be placed in different classes.

D. Class Specification

27. A "Class Specification" is a description of the duties, responsibilities and qualification requirements

of the positions included in a class. The usual format of a class specification is indicated below. The format can, however, be altered to meet requirements of particular occupations.

E. Format of a Class Specification

28. (i) Class designation, a descriptive and distinctive name assigned both to a class and to all posts in that class, for example, "civil engineer, grade 12". The class designation is used in all personnel transactions and in budget documents.
- (ii) Characteristics of the class, a definition of the kind and level of the duties and responsibilities of posts included in the class. This is the critical part of the specification of the class which seeks to present the perimeter of the class.
- (iii) Typical tasks, a listing of typical work assignments and responsibilities found in posts included in the class.
- (iv) Minimum qualifications, a description of the minimum education, experience, knowledge and abilities required to do the work in the class.

Figure 1. is a typical class specification.

DEPARTMENT OF FAMILY PLANNING

CLASS DESIGNATION:

Clerk Grade III

PAY SCALE:

Rs. 120-5-190

CHARACTERISTICS OF THE CLASS:

This is the beginning level, with varied assignments, which require performance of duties of a routine nature requiring the application of a limited variety of specifically applicable postal, filing or administrative regulations, the use of a simple sorting and filing system, typing skill and knowledge of simple clerical and other related work which can be readily learnt on the job. Has no supervisory responsibilities.

TYPICAL TASKS: Receives, reads and segregates incoming communications and distributes these according to general subject matter content; reads and checks outgoing mail for completeness, readiness for despatch, and conformity to a substantial number of administrative instructions and to any applicable postal regulations, e.g. (proper and complete address, proper signature, proper enclosures, date and similar details); types notes, letters and statements, cuts stencils, compares typed material; diarizes the incoming dak and distributes it to the concerned employees; collates information of pending cases and prepares weekly and monthly statement of cases pending disposal; drafts simple letters and maintains files of routine nature; maintains casual leave register of Class II, Class III and Class IV employees; receives monthly indents for items of stationery from different sections, scrutinizes the same keeping in view the staff strength, items issued in previous months, and the material available in stock, and seeks orders of his superior in respect to quantity to be issued; does other related work which may be assigned to him by his superior.

MINIMUM QUALIFICATIONS:

Matriculate or Higher Secondary level, ability to read rapidly, to write clearly and logically in English, to make arithmetical calculations, to type 30 words a minute, and to learn office routines.

F. Class Series

29. A class series is composed of several classes of positions closely similar as to line of work but differing in responsibility and difficulty, arranged in a manner to indicate the normal line of promotion.

G. Class Series and Services

30. There is a tendency sometimes to confuse class series with a service. It is, therefore, necessary to clarify the two concepts.

31. A class series in many respects may seem to be similar to the concept of a service. But in fact it is not. A class series consists of positions. A service consists of men. A service is composed of a group of persons who normally have been recruited by the same selection process, have the same conditions of service, pay and allowances, and are recruited to fill a group of positions requiring similar skills.

32. Although a service is an occupational group aiming at specialization, frequently the range of duties and responsibilities is so broad that specialization is not possible. This is particularly true of the generalist services, whereas in respect to the functional services, to a considerable extent this aim is achieved. Normally, services are set up with a view to develop specialization

in certain fields, and the members of the service become the repositories of the knowledge pertaining to the subjects with which the particular service deals. It is evident that one of objectives of services is development of occupational specialisation. Under a Position Classification Scheme, occupations according to the specialisation are placed in one series. But the class series consists of a group of positions and a service consists of a group of men. The latter focuses on people and their rights and privileges and advancement while the former focuses on the job to be done. And that is a basic difference.

33. The conflict between the two systems, namely, the one based essentially on service cadres and the other on Position Classification, arises because the former places emphasis on rank-in-man and the latter on rank-in-job. The conceptual gap can be reduced by avoiding narrow and overly specialised classes wherever possible, and by consolidating them into broad class series. The service cadres can be so structured as to conform broadly to specific specialities. The class series, which really constitute the backbone of the position classification system, need not be made unnecessarily refined and can be made broad enough to subserve the fundamental objectives of the system. At the same time, the broad spectrum of

positions, which the generalist services are required to fill, could be considerably narrowed down. But the concept of rank-in-man in a service and the concept of rank-in-job in the class series would remain. And that is a basic difference.

34. Under the present system, positions are classified on the basis of the service to which an individual belongs or on the basis of the emoluments he draws and not on the basis of the duties and responsibilities of a position. Hypothetically, positions can be grouped on the basis of several criteria, namely, the service to which an incumbent belongs, the rate of pay, educational requirements of a position and experience required to perform the work. Equity and administrative logic however indicate that efficient performance of most personnel operations is facilitated by using duties and responsibilities as a base for classification.

H. Grade

35. A grade includes all classes of positions which although different with respect to kind or subject matter of work are sufficiently equivalent as to -

- (a) level of difficulty and responsibility; and
- (b) level of qualification requirements of the work to warrant inclusion of such classes of positions within one range of pay scales.

I. Job Analysis

36. Another concept which should be understood is job analysis. Job analysis is the process of studying jobs in order to secure all the information needed to classify them properly. In order to identify the various types of work and to group similar positions together, it is necessary to find out what the various positions consist of. This means that a description of the duties and responsibilities of each position in the organization must be secured. This can be done in a number of ways viz.

- (1) By the employees describing the position himself on a Questionnaire form.
- (2) By interview of the employee by a trained analyst.
- (3) By the supervisor describing the position.
- (4) By any combination of these ways.

37. It is essential to emphasize that regardless of how the facts are obtained, they should relate solely to the duties and responsibilities actually performed. In the classification of positions, the classifier does not concern himself with the personal attributes of the incumbent, his qualifications, his seniority or the quality of his work. The classifier concern himself solely with what the incumbent of a position is doing. Personal factors often influence the kind of duties which are

assigned and performed. But regardless of the reasons for their performance, the classifier looks at the results and classifies what he finds.

38. In securing the facts about what each employee is doing, the classifier is concerned with two basic aspects of the job :

- (a) The kind of work, i.e., profession, occupation or functional or subject matter field in which the position falls. Is the work that of a clerk, a messenger, a teacher, an engineer, a doctor or a lawyer?
- (b) Facts which will help in determining the level of difficulty or complexity of work. The classifier has to determine whether it is a beginning level position, that of a fully trained worker, that of a supervisory level or somewhere between these. The relative level of difficulty and complexity is determined by evaluating the degree of such factors in the job as the following :
 - (1) Qualification requirements or degree of knowledge and skill required.

(ii) Character of supervision received and exercised.

(iii) Responsibility for making decisions.

(iv) Analytical requirements.

39.. Good judgment and commonsense are required to interpret and weigh the relative importance of the various aspects of a job. Some personnel organizations, particularly in private industry use various rating devices in order to arrive at an overall conclusion. These devices some time employ numerical values or weights to be assigned to each factor and the degrees of factors. These are tools to facilitate judgment rather than supplant it. Whether it is necessary to employ rating devices in determining the relative difficulty and complexity of positions in Government organizations is debatable. In Government organizations, the procedure normally followed is that a small number of key jobs are fitted into grades by a committee of persons who are familiar with the jobs. The job descriptions of other positions are compared with those of the key jobs and overall alignment is established.

II. Classification Plan

40. "A classification plan brings together all the class descriptions arranged in class series by grade. It also contains instructions for maintaining the classes up to date and for adding or abolishing classes.

A. Steps in the development of a classification plan

41. Having outlined the basic precepts of Position Classification, we indicate the procedure which is generally followed in the preparation of a classification plan. There are four steps involved in the development of a classification plan.

(1) Collecting the Facts

42. ~~The first step is job analysis and job description~~, i.e. ascertaining, recording and analysing the duties, responsibilities and other distinctive characteristics of the position to be classified. It is not only essential to collect adequate information with respect to the individual positions to be classified, but it is also necessary to ascertain the relation between the job of one employee and another and the whole hierarchy of authority. The methods employed to obtain this essential information have been

indicated above. In practice, the most convenient and useful procedure has been to study the position through the employee himself i.e. to ask each employee to fill up a Questionnaire describing his duties and responsibilities. To supplement the information thus collected after preliminary review of the response of the employees, the inadequate responses are clarified by sending an Analyst to observe the work being done and to interview both employees and the supervisors.

43. The use of questionnaires, the interviews, and the conducting of first hand observations generates a feeling in the management and the employees that they are participating in the development of a Position Classification Plan and that it is a cooperative effort. It is necessary to emphasize that the generation of this spirit makes the plan more acceptable both to management and employees.

(ii) Writing the Class Descriptions

44. With full information on hand about duties and responsibilities, flow of work, delegation of authority, policies, procedures, and organizational structure, the classifier is now ready to prepare his first drafts of class descriptions. He sorts the questionnaires (or job

descriptions for vacant posts) into broad occupational groups, such as civil engineers, clerks and mechanics. Then, he sorts these again into groups of distinct classes.

45. The classifier now reads again the questionnaires and job descriptions that have been placed together and from them jots down their typical tasks. With these in mind, he writes out a statement which will make clear the kinds of posts that should be included in this class and those which would be excluded. Consulting with management and occupational experts, he drafts a statement on the minimum qualifications required for this class. As a last step, he assigns a brief, descriptive title to the class.

46. When he has completed the first drafts of the class descriptions, the classifier assembles these by occupational groups and compares them carefully. He may find that what at first appeared to be separate classes can be combined into one. He may also find that he must break what appeared to be a single class into several classes. Then, he brings together related classes by class series, checking to see if he has made clear distinctions as to the levels of the responsibilities of the hierarchy in a series.

(iii) Allocating positions to classes

47. The classifier now reads once more each questionnaire and job description and assigns each to one of the classes that he has described. Some of the classes will have many positions in them, others but one position. He jots down the name of the class on the questionnaire or job description. He prepares lists showing the classifications by organisational units, the names of the incumbents of the positions so classified, and the number of vacant positions in each class.

(iv) Notification of employees.

48. Copies of the class descriptions are made available at central points to employees. Then, the establishment officer notifies each employee of the classification of his position and gives the employees an opportunity to appeal, if they think a mistake has been made in classifying their positions.

49. Within a reasonable number of days after such notification, the establishment officers and fiscal officers change their records to show the new, official title and grade for each post.

B. Agency for administering a Classification Scheme

50. The essence of Position Classification is, that the positions which comprise of similar duties and responsibilities should receive similar treatment notwithstanding where they are located within the organisation. The duties and responsibilities of a position are not static and immutable. The content of a position changes continuously although the rate at which this change is occurring may vary from organisation to organisation and from time to time.

51. As the objectives of an organisation acquire new dimensions, new functions are also acquired to achieve those objectives. Existing positions may have to be terminated. The creation of new positions and the termination of some existing positions will necessitate the re-allocation of duties and responsibilities in the positions which remain. These changes have to be reflected in the classification plan.

52. The maintenance of a position classification plan is a dynamic process. The classification work does not finish with the original survey, which studied only the positions then in existence. It must take into consideration the changed positions in government services as a

result of government embarking on new functions, or modifying earlier programmes, or as a result of reorganisation, revision of methods and processes, alterations in the flow of work and redistribution of authority, that takes place from time to time. Unless the changes in the structure of the positions are quickly located and the position is assigned to its appropriate class, the position classification plan will gradually become obsolete. It would become incompatible with positions as they currently exist and the conditions which necessitated the survey in the first instance would be perpetuated and will continue to plague the administration. Salary inequities will once again merge, titles will become misleading, placement, recruiting, promotion plans would become haphazard and inconsistencies in the pay structure would develop.

53. If the various departments in Government are authorised to allocate positions to appropriate classes, the result would be that there would be as many classification plans as there are departments. As far as employees are concerned, Government, as an employer, is a single entity and should treat all its employees equitably. Furthermore, it would not be within the realm

of practicability to expect a government department to have all the information relating to positions in other departments. Consequently, a coordinated approach would not be possible. A classification plan for government requires comparison of the duties and responsibilities of positions across departmental lines. It is, therefore, essential to create a central classification agency to maintain a coordinated and continuous control over the classification plan.

54. The main responsibility of this agency would be to keep the classification plan up to date and to ensure that it is informed of all changes in the duties and responsibilities in various positions, and is administered equitably and fairly. It would be the function of the central classification agency to establish lines of communication with all the departments. Each department would be required to designate a Liaison Officer who will keep the central agency informed of changes in the structure of positions so that the central agency can formulate a government-wide view point and develop a uniform point of view.

III. Benefits of a Classification Scheme

55. Position Classification has a multiplicity of uses, it permeates and aids many aspects of personnel work. The following are some of the main uses and advantages of Position Classification.

A Equitable Compensation

56. Position Classification was adopted in the United States Primarily to ensure "equal pay for equal work". The general objective of Position Classification is to lay the foundation for equitable treatment of public employees. By defining positions precisely and arranging them systematically in a class, evaluation of position becomes possible.

Objective definition of job content

57. The contents of a class specification have been indicated above. Specifications are a storehouse of information for management's use and this information serves various needs. When for example a demand is voiced by employees for a raise in salary the class specifications provide a basis for comparing their jobs and rates of pay with those in other agencies for making equitable comparisons.

58. A case in point is that of the Indian Airlines Corporation. A demand was recently made by the cockpit crew of the Indian Airlines Corporation for a raise in their salaries. For the settlement of this demand, the Commission which was appointed by the Government considered it essential to compare the class specifications of the IAC cockpit crew with the class specifications of the cockpit crew of Air India International.

59. The Indian Airlines Corporation retained the Indian Institute of Public Administration for preparation of the class description of the Senior Commander of the IAC.

60. An analysis of the duties and responsibilities of the IAC Commander revealed that while the duties and responsibilities of the Commanders of both Air India and Indian Airlines Corporation are akin, the Commander of Air India flies only one type of aircraft, namely, Boeings, whereas the Commander of the IAC flies Caravelles and Viscounts in a mixed pattern of operations and logs 72 flying hours a month of which 25% are on Viscount and 75% on Caravelle, involving 42 to 44 landings. Of these landings, 75% are into airfields not equipped with Instrument Landing System available at International airfields.

61. From this analysis it emerged that for landings into airfields not equipped with Instrument Landing System, the Commander has to exercise greater vigilance, judgment and skill than in landings into airfields equipped with the Instrument Landing System.

62. It also emerged that an IAC Commander is required to have a good knowledge of the flight characteristics of different models of two or more classes of aeroplanes whereas the Commander of the Air India needs to keep himself acquainted with only one type of aircraft. This factor adds a new dimension to the difficulty of the job of the IAC pilot and is an important factor requiring adequate weightage in assessing the relative difficulties of an Airlines Commander's job. This example has been cited to illustrate the utility of a class specification.

C. Fixation of responsibility

63. Responsibility for a job cannot be fixed, delegated or exercised unless it has been precisely defined. A classification system provides two broad aids to management for this purpose: the position description and the class description. The Position Description, which is made for each employee, spells out in some detail what is required in a particular post of its incumbent. Thus the position description identifies for the employee and his supervisor

what is expected of him; what his assignments are, and what his responsibilities are. The Class Description is more general but is equally useful. It shows the breadth of the possible assignments that can be made to a person in that class, the qualifications required, and the appropriate pay. Related class specifications show what is required of those who seek promotion or reassignment. From management's viewpoint, Position Description are a useful tool for assessing duplication of effort, under utilisation, or overloading of employees.

D. Recruitment and Selection

64. Under a position classification scheme, a variety of occupations are placed in the appropriate class, thereby numerous occupations and positions are reduced to manageable proportions and pay levels are rationally controlled. As the entire class can be fitted against a particular salary scale, recruitment and selection can be made for a whole class of positions.

E. Training

65. The availability of job information facilitates development of orientation and in-service training. A clear picture of opportunities and inter-relationship of positions emerges which affords the incumbents of various positions a clear indication of promotion opportunities and career development.

F. Meaningful designations and clear lines of promotion

66. In the absence of a classification scheme, lines of promotion cannot be clearly defined and there is a bewildering and confusing array of designations which do not reflect the kind of work done in various positions. As a result there are many cases where designations have no relation to duties performed, and high sounding designations are used for routine work.

67. The same kinds of positions are give different^{designations} or in converse for entirely different positions a common designation is used. In the Department of Family Planning, it has been observed that there are several positions which have comparable duties and responsibilities but are designated differently. It has also been observed that positions which have the same designations have different duties and responsibilities. Examples of these are given in Section V of this Report. It is reasonably certain that this situation will be found in other departments also.

68. Two essential ingredients of a job designation are:-

- (a) The designation should reflect the job content; and
- (b) The designation should reflect the level of the position in relation to other positions in the occupational group.

69. The following example would further illustrate the anomalies of defective designations of various positions in governmental hierarchies:

The duties and responsibilities of a Divisional Commissioner, Commissioner of Income-Tax and a Municipal Commissioner are well known. We need not, therefore, repeat them here. Common usage of the designation "Commissioner" signifies that the functionary designated as "Commissioner" discharges important duties and responsibilities. This, however, is not uniformly true. Till recently there were positions of Studio Commissioners in the All-India Radio. The Studio Commissioners were Class IV officials and their duties and responsibilities were that of watch and ward. This example indicates that when designations and job specifications do not describe the duties and responsibilities of the position, confusing and misleading designations result. These designations do not reflect the kind of work performed in a position and its relationship with other positions in the hierarchy of the organization.

70. It is evident that once clear designations have been assigned, the duties and responsibilities of the various positions spelt out and the qualifications necessary to

fill them indicated, selection, placement, promotion, transfer and training problems can be handled rationally and efficiently.

71. Both the interest of government and the interest of workers demand categorization of positions on the basis of duties and responsibilities. Oliver C. Short has pointed out that -

" Recruiting and the many and varied other personnel problems are as unscientifically and blindly handled in the absence of duties classification plan as would be the construction and furnishing of a building without plans and specifications".²

G. Understanding of job content

72. A Position Classification Scheme makes it incumbent on the applicant for a job to possess detailed knowledge of the duties of the position for which he applies. This is not so under a system of Rank Classification. In the latter system, the employee brings a certain potential to the position which is reflected by the rank and qualifications of the employee.

2. Stahl, Public Personnel Administration, page 84.

73. Under a Position Classification system jobs are assigned to classes according to their duties and responsibilities. The qualifications requirements are determined from an analysis of these. To illustrate, under a Position Classification Scheme, the duties and responsibilities of an Under Secretary will be spelt out on somewhat the following lines:

Under general supervision, organizes and coordinates the functions of a Branch (consisting of two or more Sections) in a Department or a Ministry. Assists in the formulation of policy in relation to subjects assigned to the Branch. Keeps under constant review policy of the Ministry/Department relating to the subjects assigned to the Branch and suggests modifications consistent with the overall objectives of the Ministry/ Department. Continuously appraises effectiveness of existing procedures and initiates proposals for revision as inadequacies are noted. Interprets policy, procedures and directives of the Ministry/Department to his subordinates and to the public. Instructs his subordinates as to objectives, plans, policies, procedures and office methods. Organizes, plans, assigns and directs flow of work in the Branch and is responsible for discipline and the efficient functioning of the Branch.

Disposes at his level as much work as possible. While referring questions to a higher level, provides all the requisite information and initial advice to facilitate decisions at more senior levels.

Prepares papers in which Ministerial decisions are sought on important points (Cabinet Papers) and discusses these with senior officers in his own and other departments. Represents his department in inter-departmental meetings".

The minimum qualifications for this position would read as follows:

Educational
General

Higher secondary or equivalent for promotion quota or University degree for direct recruits.

Length and kind of
experience

8 years as Section Officer or in another post which would prepare the officer to deal with policy formulation, interpretation of procedures, and supervision.

Special knowledge
and other factors

Should be conversant with rules and regulations of the Government.

74. The qualifications for the class of Under Secretary have been determined keeping in view the scope of duties and responsibilities of the class. As sometimes happens,

there may be a man with a Ph.D. Degree working as an Under Secretary along with other Under Secretaries whose educational qualifications are inferior to his but the nature of their duties and responsibilities is such that they have been placed in the class of Under Secretaries. It is quite possible that the man who has a Ph.D. Degree is far more efficient than his other colleagues in the discharge of his duties. He, therefore, feels that on account of his higher qualifications he should be given a higher salary. Under a classification scheme, this argument would be irrelevant, because his duties are the same as those of the other Under Secretaries and his job is properly classified.

75. Under a classification Scheme, the duties assigned to the position are classified rather than the individual in it. If workers were to be paid for their qualifications rather than what they do, the principle of comparable pay for comparable work would not be attainable. The course open to the Under Secretary with a Ph.D. Degree would be to apply for a job requiring the qualifications he possesses.

H. Position Classification aids Development of a Rational Pay System

76. The categorization of positions into classes facilitates comparison of the relative difficulty and importance of the duties and responsibilities of the

different positions from the lowest to the highest rank. Pay is not determined for individual positions nor on the basis of an individual's personal attributes. Pay is determined on the basis of the relative difficulty in the duties and responsibilities of a class of position. Position Classification establishes a consistent and logical relationship between the salary scales and work performed.

I. Summary of main uses of Position Classification

77. The main benefits and advantages of a Position Classification Plan can be resolved in the following synopsis:

- * Position Classification establishes a rational system for pay that permits comparable pay for comparable work.
- * Establishes qualification requirements for posts, based on their duties and responsibilities, which facilitates recruitment, assignment and promotion.
- * Focusses the attention of the employees and the manager on the work to be done and ensures clear-cut assignment by management to each employee.
- * Reduces numerous occupations to manageable proportions and pay levels can be rationally controlled.

- * Defines objectively the job content and thereby aids in the fixation of responsibility.
- * It supplies job information which facilitates development of orientation and in-service training.
- * It gives a clear picture of promotion opportunities.
- * It facilitates the development of career patterns in which employees are rewarded for the development of greater technical skills.
- * It also facilitates a number of other things such as fiscal control, organisation planning, parliamentary review of budgets, manpower controls etc.

IV. OBJECTIVES, SCOPE, ORGANIZATION AND GENERAL
CONDUCT OF THE SURVEY OF THE DEPARTMENT OF
FAMILY PLANNING

A. OBJECTIVES AND SCOPE

78. To test the feasibility of introducing a position classification scheme in the government organizations, an empirical study of a government department, namely, the Department of Family Planning was undertaken. The main factor in the choice of the department was that this department contained a variety of both secretariat and technical posts. It was originally contemplated that the survey would cover every position from the lowest clerical level to that of a Deputy Secretary in the Secretariat Wing and from the lowest Technical level to that of an Assistant Commissioner in the Technical Wing. As no response from the position of Deputy Secretary was received and there was only one position of Deputy Secretary, the study was confined to the levels of Under Secretary in the Secretariat Wing and Assistant Commissioner in the Technical Wing. In all the survey covered 165 positions.

79. The main objectives of the empirical study were -

1. To determine by practical application of the techniques of position classification; the extent to which the concepts of position classification can be introduced in government organizations; and the extent to

which these concepts can contribute in improving the existing system of personnel management.

- ii. To determine the extent to which the modern techniques of Position Classification are being effectively applied or are absent entirely in the personnel management system of government organizations.
- iii. To train a staff of analysts in the Indian Institute of Public Administration in the principles and techniques of position classification.

B. Staff utilized on the survey

80. The position classification team was composed of

Project Director One
Research Associate	... One
Research Analysts	... Two
Research Assistant	... One

C. Main steps in the development of a classification plan for the Department of Family Planning

81. The procedure followed in organizing the survey and development of the classification plan for the Department of Family Planning was based on the principles and precepts described in the preceeding section of this report. The procedures as actually followed in the survey and the development of the plan were as follows:

(i) Preliminary steps

82. Prior to commencement of the survey, the Project Director made courtesy calls on the Commissioner Family Planning and met with supervisors at various levels to explain the general purpose of the survey and to enlist their cooperation in the accomplishment of its objectives.

(ii) Collection of position information

83. The first requisite of a classification survey is acquisition of intimate knowledge of the organization to be studied. It is essential that each member of the team should be fully conversant with the organizational structure of the department, its programmes, objectives and inter-relationship of the various positions. To acquire this knowledge the classification team studied the organogram, annual reports, five-year plans, yearly plans, manuals of procedures, existing allocation of duties and assignments, delegation of powers etc. A questionnaire designed to elicit information relating to the duties and responsibilities of each position and the work process involved and instructions for filling it was prepared and given a test run in the Institute of Public Administration. On the basis of the test run, suitable modifications were incorporated in the questionnaire and the instructions. The Questionnaire and the Instructions are placed at Annexure 'A' of the report.

(iii) Establishing Rapport

84. In order to obtain meaningful responses from the incumbents of various positions to be studied, it is of utmost

importance that rapport is established not only with senior supervisory personnel but with all sectional supervisors and with the incumbents who are occupying the positions to be studied. This was done by discussing the objectives of the survey in informal group meetings where adequate opportunity was provided to the personnel of the Department of Family Planning for removing any doubts and suspicions that were in their minds in regard to the purpose of the survey. It was clarified to the employees of the Department of Family Planning that the survey was not being undertaken with the objective of evaluating their qualifications, efficiency or workload, but the main objective of the study was to examine positions as they existed and to ascertain whether these positions can be classified according to a rational scheme in which pay scales could be equitably related to duties and responsibilities. Their reaction was generally good, although in some cases skepticism was evident.

(iv) Administering the Questionnaire

85. The Questionnaire, with Instructions for filling it, was distributed to all the incumbents of the positions to be studied. Each employee was asked to fill out the questionnaire in his own words. His immediate supervisor was required to review this description and certify that the statements of the employee were accurate and complete. If they found that it contained inaccuracies or omissions, they were required to prepare an additional statement pointing out the inaccuracies and the

omissions. Under no circumstances, were they to change the answers given by the employee. None of the supervisors modified the answers given by their subordinates.

86. The results of a survey of this nature depend, to a great extent, on the written answers given by the respondents. These answers must be correct and clear and no information relevant to the duties and responsibilities of the position should be withheld. Very often the respondents are not inclined to give certain information which is basic to their work or work process for fear that they may thereby incur the displeasure of their supervisor.

87. This was true particularly in respect to the question "How is your work supervised?" Some employees felt that their work was inadequately or improperly supervised, others felt that the supervisors made no positive contribution to the work process. None of the employees, however, were prepared to make a written statement to this effect as they apprehended that this would reflect on their supervisor. They therefore, were assured that their answers will be treated strictly confidential and used only for drawing general conclusions and that names of individuals will not be mentioned in the final report.

88. Notwithstanding this assurance, the reluctance on the part of the employees to give a correct answer to this question could not be completely overcome. It has, therefore, been considered advisable that the question 'how is your work supervised' should be eliminated from the Questionnaire

to be used in future. This information should be obtained by desk auditing the position or by asking the supervisors to describe how they supervise the work of their subordinates.

(v) Desk Audits

89. Even though the objectives of the survey were clearly explained, there were some employees whose responses suffered from reticence, inadequate information, inaccuracies, vagueness and conflicting statements. In order to obtain accurate information in regard to the duties and responsibilities of these positions, the technique of desk audit was employed.

90. Desk audit is a first hand investigation of the work of a position through use of the interview, as well as observations of work operations. The basic tenet of the technique of desk audit is that most human beings are interested in speaking about their work and how important their contribution is to the organization in which they serve. The researcher has to be a good and sympathetic listener and should be able to discern the relevant from the irrelevant and the real from the exaggerated. He should be able to create an atmosphere in which the incumbent of a position being desk audited is encouraged to talk freely and without reservation.

91. Particular care was taken to ensure that the incumbents of the positions desk audited did not feel that they were being cross-examined or the veracity of any of their statements was in doubt. The Analysts prepared a record of these interviews which constituted a part of the response

to the Questionnaire.

92. A period of 3 weeks was allowed to the employees to complete their responses to the Questionnaire. On the expiry of 3 weeks, it became evident that the original time table was very optimistic and would require substantial modification.

93. It is not proposed to make a detailed enumeration of the factors responsible for the considerable time taken in completing the responses to the Questionnaire. The experience of the study team, however, has been that considerable time can be saved by encouraging the supervisory personnel to complete their responses quickly. Once the supervisors in the organization have filled in their responses, a greater awareness of the utility of a position classification scheme develops and the apathy and procrastination of their subordinates become incomprehensible to them.

94. Further, the completion of responses by the senior personnel places them in a better position to clarify the doubts of their subordinates. A successful classification programme requires the support of management. One of the important functions of the position classifier is to stimulate management into active participation in the classification programme. Involvement of supervisors in the classification process is conducive to a better understanding of classification, and employees more readily accept a programme which features supervisory participation.

95. Some delay also resulted on account of the shift of the Department of Family Planning to a new premises during the course of the survey. Under these conditions, filling of the Questionnaire assumed the lowest priority.

D. Analysing Positions

96. On receipt of all the responses, an ^{important} / phase of the survey starts. This is the analytical phase in which most of the decisions pertaining to the classification plan have to be made. We will enumerate below in their chronological order the steps taken during this phase in the development of a classification plan of the Department of Family Planning.

- (i) The 165 responses received were scanned to pick out those which were not clear or inadequately answered. About 28% of the responses required desk audit as further information in respect to certain positions was considered essential for a proper classification of the positions.
- (ii) The duties and responsibilities of each of the positions were analysed and recorded (job analysis and description).

(iii) After all the information relating to the positions under survey had been collated, the positions were grouped into classes on the basis of their similarities. This required tentative decisions on classes of positions which should be set up and which individual positions should be assigned to these classes. Having done this, class specifications were prepared. The class specifications are an integral part of the classification plan. The class specifications indicate the kind of jobs there are in the Department of Family Planning and the qualifications the candidate must have in order to be eligible for them.

(iv) The next step was the development of a Salary Schedule consisting of 15 grades and placement of the classes in their appropriate grades. At Annexure C-1 is placed Salary Schedule in the United States which consists of 18 grades. At Annexure C-2 is placed the Salary Schedule proposed for the Department of Family Planning consisting of 15 grades. The 15 grade definitions are placed at Annexure C-3. At present there are 24 grades of pay in the Department of Family Planning and there are approximately 600 grades in the Government of India. We feel that it should be possible to develop a Salary Schedule consisting of 15 to 25 grades, on the basis of the model suggested for the Department of Family Planning to cover all the salary scales in the Government of India

V. Present system's defects - Inferences
based on the empirical study

97. In the earlier sections of the Report, we have laid stress on the point that a position classification plan is a tool for better personnel management. We have explained the basic precepts of Position Classification and how they were applied to 165 positions in the Department of Family Planning. We have given a synopsis of the procedure followed in the development of a position classification plan for the Department of Family Planning.

98. From the empirical study of the Department of Family Planning, though limited to 165 positions, some useful inferences, can be formulated which are of wider application than the limited scope of the survey may suggest. It is possible that a number of the shortcomings observed exist in many departments/organizations since essentially the organizational structure and personnel practices are the same in all departments.

99. We indicate below the findings of the study team in respect to the present system of personnel management and the extent to which the defects observed can be remedied

by the introduction of a position classification plan.

(i) The designations used are defective

100. The designation of a class is the nomenclature given to a class and to each position in the class. The class specification incorporates the full meaning of the class designation. This designation is to be used for all personnel purposes. A designation should be descriptive, brief and consistent with other designations in the organization. It should reflect the kind of work performed in a position and its relationship with other positions in the hierarchical structure of the organization. In other words, it should convey the rank of the class with relation to other classes.
101. It was observed that in the Department of Family Planning, a uniform job terminology is not employed and the designations used are neither descriptive of the job nor do they reflect the level of work. The positions having similar duties and responsibilities are given different designations. Positions having duties and responsibilities which are not comparable, have the same designation. The following are illustrative examples of the above.

102. There are three positions of Assistant Commissioners in the Department of Family Planning. The duties and responsibilities of these positions, as would be clear from the class specifications, relate to -

- (a) Development of publicity programmes;
- (b) Procurement of stores;
- (c) Implementation of Family Planning programmes and supervision of field units.

We understand that these positions have been designated as Assistant Commissioners because they derive their authority from the Commissioner of Family Planning and these designations have been considered appropriate as they signify that they are supervised by the Commissioner of Family Planning. To some extent, the designation Assistant Commissioner reflects the relation of the positions with other positions, but it is apparent that they do not belong to the same class. More appropriate designations for these positions would be -

- (1) Information Officer - Grade X
- (2) Stores & Purchase Officer - Grade X
- (3) Public Health Officer - Grade X

103. Positions comprising of clerical duties and responsibilities normally performed at the level of an Assistant, are designated as Committee Officer, Senior Technical Assistant, Technical Assistant, Analyst. These positions belong to the clerical series and should be designated as "Assistant" or "Clerk" with the appropriate grade mentioned against them.

The duties and responsibilities of positions designated as Technical Assistant and Senior Technical Assistant are clerical. There is no aspect of the work which requires specialised technical knowledge of the subject dealt. These positions should be placed in the appropriate place in the clerical series.

There are two positions of Senior Technical Assistant. The incumbent of one position has clerical duties comparable to that of an Assistant. The typical tasks of this position do not include any work of a technical nature and hence the designation Senior Technical Assistant is a misnomer. The appropriate designation for this position is Assistant.

The second incumbent, who is also a Senior Technical Assistant, is engaged on work of supply and purchase of store items. The appropriate designation for this position is Stores and Purchase Assistant.

104. There is one position of Research Officer. The main duties and responsibilities of this position relate to collation of statistical data relating to Family Planning from various published documents and its tabulation. None of the typical tasks performed in this position reflect any research activity. This position is supervised by the Statistical Officer. The logical and more appropriate designation for this position would be Assistant Statistical Officer or Junior Statistical Officer.
105. There are nine positions of Investigators in the Department of Family Planning. The duties and responsibilities of these 9 positions present a very interesting picture. We have not been able to determine why they have been designated as "Investigators" unless the functions of review and checking can be equated with investigation. From the typical tasks, no investigation functions emerge.

in order to determine whether proposals for grants-in-aid, research fellowships etc. are consistent with established departmental procedures. The level of duties and responsibilities is comparable with that of an Assistant and these positions should accordingly be designated as Assistants.

106. From the above analysis it emerges that the 9 positions designated as Investigators belong to three distinct classes, namely, Accountant, Senior Statistical Assistant and Assistant.

107. There are two positions of Committee Officer in the Department. The duties of one are purely routine executive functions connected with convening meetings, preparation of agenda, and arrangement of accommodation and transport for those attending meetings. A more appropriate designation for this position would be Assistant (Committee Work).

The second Committee officer is incharge of a Section and his duties and responsibilities are comparable with that of a Section Officer. This position should be designated as Section Officer.

108. At appendix 'B' is placed a statement indicating the existing designations and the designations for various positions we recommend.

(ii) The Pay Plan is not equitably or rationally integrated

109. The pay plan in the Department of Family Planning which is based on the existing scales of pay in the Central Government is not rationally integrated. There is no consistent and logical relationship between the salary scales and the work performed.

110. The following table incorporates the pay scales which cover all the positions in the Department of Family Planning:

S.No.	Pay Scale	No. of steps	Percentage increase per step
1.	70-1-80-EB-1-85	15	1.4
2.	75-1-85-EB-2-95	15	1.7
3.	110-3-131-4-155-EB-4-175-5-180	19	3.35
4.	130-5-160-8-200-EB-8-256-EB-8-280	21	5.5
5.	150-5-160-8-300-EB	20	5
6.	210-10-290-15-320-EB-15-425	17	6
7.	210-10-270-15-300-EB-15-450-EB-20-530	21	6.9
8.	325-15-475-EB-20-575	15	5.1
9.	350-25-650	12	7.1
10.	350-25-500-30-590-EB-30-800-EB-30-830-35-900	13	9.8
11.	400-25-500-30-590-EB-30-800-EB-30-830-35-900	17	7.3
12.	400-400-450-30-600-35-675-EB-35-950	17	8
13.	400-400-450-450-30-510-660-EB-700-40-100-50/2-1250	23	9.2
14.	450-30-600-EB-700-40-1100-50-1250	21	8.4
15.	600-40-1000	10	6.6
16.	700-40-1100-50/2-1200	16	5
17.	900-50-1250	7	5.5
18.	1100-50-1400	6	4.5
19.	1100-50-1300-60-1600-100-1800	11	5.8
20.	1300-60-1600	5	4.6
21.	1800-100-2000-125-2250	4	3.3
22.	2000-125-2250	2	6.2
23.	2500-125/2-2750	4	2.5
24.	4000		

111. The salient defects of the existing pay plan are:

- * There is no rational pattern in respect to the number of steps in each pay scale and in respect to the annual increment.
- * The number of steps in the various scales vary from 2 to 23.
- * The average increase in emoluments at each step varies from 1.4% of the basic pay to about 10% of the basic pay.
- * Positions having the same range of duties or the same degree of responsibility are assigned to different grades. In other words, the remuneration for comparable position is not comparable.

112. A rationalised pay structure is a pre-requisite of the merit system. The administration of pay is often a neglected area of personnel processes.

O. Glenn Stahl has observed:

"Governments generally have given inadequate attention to the methods of determining a sound and equitable wage structure or to what might well be termed the philosophy of public wages".⁽¹⁾

Essentials of a good pay policy

113. For the determination of a public wage policy, the following factors are of considerable significance.

(1) O. Glenn Stahl - Public Personnel Administration - page 241.

For Government to be able to recruit and retain efficient personnel, the salary rates of government should generally be commensurate with that offered by the private enterprise for comparable work. In determining adequacy of government salaries, the principle of "fair relativity" or "external relativity" or "fair comparability" (as it has been variously called) should be followed. Tests for an adequate salary are:

- (a) It should enable government to recruit and retain efficient personnel.
- (b) The standard salaries laid down by government should seem to be fair i.e. they should be accepted as fair by the government, its employees and the general public.
- (c) The lowest rate of pay should enable a worker to maintain a minimum standard of living consistent with the requirements of health and decency.

114. Having determined an equitable wage structure on the basis of the above fundamental precepts, we may restate the essentials of a good pay plan:

The compensation for work of equal difficulty and responsibility should be equal i.e. persons doing jobs of comparable difficulty and responsibility and requiring comparable qualifications should receive comparable compensation. More difficult and more complex duties and responsibilities should be compensated at a higher rate than comparatively simple work. Supervisors should

as a rule, receive more compensation than those supervised.

115. The following situations which exist in the Department of Family Planning indicate that the rates of pay are not determined rationally and on the basis of equitable principles.

- * The two positions of Analyst are supervised by the Section Officer (Planning Section). The pay scale for the Section Officer and the Analysts is identical (Rs. 350-900). In respect to compensation, the supervisory and the supervised positions have been equated although a supervisor has higher responsibility and status.
- * In the Grants Section, two Investigators, two Assistants and one Upper Division Clerk are engaged on scrutinising proposals for financial grants to State Governments, Local Bodies, voluntary organizations engaged in Family Planning programmes. The duties and responsibilities of the positions of Investigators, Assistants and Upper Division Clerk in this Section are comparable. Their pay scales, however, are as follows:

Investigator	.. Rs. 325-15-575
Assistant	.. Rs. 210-10-530
U.D.C.	.. Rs. 130-8-280

* As indicated earlier, three positions bear the designation Assistant Commissioner. The implication would be that the duties and responsibilities would be of comparable difficulty and responsibility and hence the pay scale should be comparable. This is not so. The pay scale of Assistant Commissioner is Rs. 1300-60-1600, but the Assistant Commissioner (Family Planning) because he is a Doctor, is given a non-practising allowance of Rs. 600/- per month. The Assistant Commissioner (Supply) is given a special pay of Rs. 140/- per month, whereas the Assistant Commissioner (Media) is not entitled to any such benefits.

* The duties and responsibilities of the Publicity Assistant are comparable with that of an Assistant. Whereas the pay scale of the Publicity Assistant is Rs. 325-15-575 that of the Assistant is Rs. 210-10-530.

116. These illustrations demonstrate that positions having the same level of work or range of duties or the same degree of responsibility are not assigned to the same grade and do not have similar designations. The various positions have not been analysed with a view to allocating them to the proper grade or rank and duties and responsibilities have not been related to qualification requirements.

(iii) Job descriptions do not exist

117. In the absence of job descriptions, the incumbents of various positions do not clearly know what is expected of them, neither do their supervisors. Consequently responsibility for failure to perform, adequately or in time, is difficult to fix on any particular individual. Without job specifications, detection of duplication of effort and the objective evaluation of performance is rendered difficult.

(iv) Selection, Placement and Training practices are defective

118. The empirical study has indicated that the selection, placement and training practices are defective. Selection and placement is made on the basis of individual evaluation or on the basis of the rank of the individuals without reference to specific qualification requirements of the respective positions to which they are arranged. These defects are generally found in a system which does not have a duties classification. It is reasonably certain that similar situations will be found in other departments also.

119. For filling the specific positions in the department of Family Planning manpower is obtained from various services/cadres. Open market recruitment is resorted to in a negligible number of cases. For example, the secretariat

Wing is manned by incumbents drawn from the Central Secretariat Service, Central Secretariat Clerical Service, and All-India Services (IAS, ICS). Emoluments at certain levels are not determined by a specified scale of pay for the position occupied, but by the service of which the incumbent occupying a particular position is a member.

120. To illustrate, the position of a Deputy Secretary, if filled by an officer of the Central Secretariat Service, is remunerated in the scale of Rs. 1100-1800; if filled by an officer of the Central Services, is remunerated according to the pay scale of the officer in his parent cadre which may be Rs. 1100-1600 or Rs. 1300-1600, plus a special pay of Rs. 300/- per month. If the officer is drawn from the All-India services, the remuneration would similarly be the scale of pay in the parent cadre plus a special pay of Rs. 300/- p.m. The scale pay in the later case would invariably be Rs. 900-1800 and may, in some cases, be Rs. 1800-2000.

121. In the Technical Wing the lower technical positions are filled by incumbents drawn from the Secretariat Services. The higher positions are filled by officers from the Central Health Services, Central Information Services and General Central Services. In these cases also the remuneration is determined by the seniority of the officer in the service to which he belongs.

122. This system of staffing is not conducive to the development of a rational and efficient procedure for selection, placement, promotion, transfer and training of personnel. The existing arrangement inhibits development of rational channels of promotion within the functional field of family planning.

123. Many of the defects enumerated above can be obviated by the introduction of clear-cut descriptions of positions and qualifications required to fill them. Position specification would enable proper evaluation of applicants. Persons with the requisite qualifications, experience and calibre cannot be selected unless the qualifications actually required are determined and specified.

B. A position classification plan for the Department of Family Planning based on 165 positions surveyed

124. The procedure generally followed in the development of a Position Classification Plan has been described in Section II of this Report. On the basis of the classification survey and analysis of 165 positions studied, a Position Classification Plan for the Department of Family Planning has been developed.

The Classification Plan

- (a) The 165 positions surveyed have been allocated to 35 classes. The 35 classes have been assigned to 9 class series (Annexure B-1). The description of

the class series include specifications for each class. The descriptions, incorporate the characteristics of the class which differentiate it from all other classes; include examples of typical duties and responsibilities of positions of the class, and specify the minimum qualification requirements for recruitment to positions in the class. Documentation of this information will facilitate selection of personnel, planning training programmes, conducting organisation and method studies, planning and budget and will serve many other purposes.

- (b) A model of a pay plan¹ consisting of 15 grades has been proposed for the Department of Family Planning (Annexure C-2). The pay plan contains the rates and scales of pay for each grade according to which the employees in classified positions shall be paid.

-
1. A complete pay plan, inter-alia, incorporates method of wage determination, principles for determining lowest and highest wages, instructions for modifying the wage structure to conform to economic changes, regulations for fixation of pay on promotion. This is not the connotation attached to a pay plan in this study. In this study, the connotation is limited. Here the term is applied to pay grades, their definition and equitable application.

- (c) On the basis of the relative difficulty and complexity of duties and responsibilities, definitions for all the 15 grades have been formulated. The grade definitions have been designed with the objective of providing comparable pay for comparable work. Allocation of pay grades to classes on the basis of the grade definitions will tend to minimise, if not eliminate, employee's grievances arising out of alleged inequities in salaries for positions having comparable duties and responsibilities. The grade definitions are contained in Annexure C-3.
- (d) The 165 positions surveyed have been assigned to appropriate grades on the basis of the relative difficulty and responsibility of individual positions. Annexure 'D' contains our proposals in respect to assigning of existing positions to the grades proposed by us.

VI. A STANDARDISATION OF THE STRUCTURE OF PAY SCALES

125. A Position Classification Scheme provides the means for attaining many of the objectives of a Pay Plan. It facilitates the rationalisation and simplification of a Pay Plan. At the present time the Government of India has a complex pay system.

126. The complexity of the pay structure and the multiplicity of pay scales in the Central Government has, in the past, engaged the attention of Government as well as the Pay Commissions. Some steps were taken to simplify the pay structure and to reduce the number of pay scales. The Second Pay Commission, while addressing itself to this problem found that of the 517 pay scales in existence only 177 covered more than 100 employees each. In other words, the 340 pay scales covered less than 3400 employees. It also came to light that 75% of the employees were covered by 30 typical scales recommended by the Dass Commission, 20% of the employees were covered by 475 scales and the remaining employees were covered by 12 scales. Although the First and Second Pay Commissions suggested that the number of pay scales may be reduced to about 156 and 140 respectively, the position as it obtains today indicates that the problem has not been alleviated and many complexities still remain.

127. From approximately 600 scales of pay at present prevalent in the Central Government, the following groups of scales have been picked at random. The differences in these scales of pay are of a minor nature. It is conceivable that the duties and responsibilities of posts to which they are assigned would not differ substantially. It should be possible to merge the scales in each group into one scale.

- (i) 75-1-85-EB-2-89
75-1-85-EB-2-95
75-1-85-EB-2-95-3-101-EB-3-110
- (ii) 100-3-121
100-3-130
100-3-130-EB-3-142
- (iii) 110-3-145
110-3-131
110-3-131-4-143-EB-4-155
- (iv) 125-3-131-4-143
125-3-131-4-155
125-3-131-4-163-EB-4-175-5-180
- (v) 130-5-160-8-200
130-5-175-EB-6-205
130-5-175-EB-6-205-7-212
- (vi) 150-5-180
150-5-200
150-5-175-6-205
150-5-160-8-216
150-4-170-5-180-5-210
150-5-175-6-205-7-212
- (vii) 170-10-280
170-10-290
170-10-300
170-10-290-15-320

- (viii) 210-10-290-15-320
210-10-290-15-335
210-10-290-15-320-EB-15-380
210-10-290-EB-15-395
- (ix) 250-10-290
250-10-290-15-320
250-10-290-15-350
250-10-290-15-380
- (x) 350-25-500-30-590-EB-30-800
350-25-500-30-590-EB-30-830
350-350-380-30-590-EB-30-770-40-850
350-25-500-30-590-EB-30-800-EB-30-830-35-900
- (xi) 400-25-500-30-590-EB-30-800-EB-30-830-35-900
400-400-450-30-600-35-670-EB-35-950
400-40-800-50-950
- (xii) 400-25-650
400-25-500-30-590-EB-30-680
400-25-500-30-590-EB-30-680-30-710
- (xiii) 425-20-500-30-590-EB-30-800-EB-30-830-35-900
425-25-500-30-590-EB-30-800-EB-30-830-35-900
425-25-450-30-600-35-705-EB-35-950
- (xiv) 600-35-880
600-35-900
600-35-950
- (xv) 700-40-1100
700-40-1100-50-1250
- (xvi) 1000-40-1200-50-1300
1000-50-1400-
1000-100-1500
- (xvii) 1100-50-1400
1100-50-1200-100-1500
1100-50-1300-60-1600
- (xviii) 1600-100-1800
1600-100-1900
1600-100-2000

128. The above groups of scales lead to two possible inferences, namely, that the internal relativity of the duties and responsibilities of the various positions to which these pay scales relate have been very minutely measured. And for distinguishing so finely the relative difficulty in the duties and responsibilities a very sophisticated device has been employed; or alternatively the pay scales have been evolved on an ad hoc basis to meet particular exigencies as they arose. We subscribe to the latter inference.

129. This state of affairs is not confined to the pay structure of the Central Government. With a few exceptions perhaps the problem is more acute in the States. The following statement indicates the number of pay scales prevalent in some of the States:

Madhya Pradesh	73
Orissa	77
Madras	100
Punjab	331
Gujarat	525
Maharashtra	1100

130. Annexure 'F' contains the pay scales prevalent in Punjab. The pay structure of the Punjab Government presents a very interesting picture.

131. Two pay scales have a maximum of Rs.37, the annual increment is Rs.1/- but the minimum of one scale is Rs.31/- and of the second scale Rs.32/-. There are a number of pay scales which have the same minimum and the same maximum

with a small difference in the annual increments. There are also pay scales which have the same minimum almost the same annual increment, but a negligible difference in the maximum. The following groups of pay scales are illustrative of the above points. It would be evident that pay scales which approximate to each other very closely cannot be assigned to classes on any rational principles of evaluation of duties and responsibilities.

28- $\frac{1}{2}$ -34-1-40

31-1-37

32-1-37

39 $\frac{1}{2}$ -1-49 $\frac{1}{2}$ -/2-59 $\frac{1}{2}$

39 $\frac{1}{2}$ -1 $\frac{1}{2}$ -49 $\frac{1}{2}$ -/2-59 $\frac{1}{2}$

39 $\frac{1}{2}$ -1 $\frac{1}{2}$ -57 $\frac{1}{2}$

42 $\frac{1}{2}$ -1-54 $\frac{1}{2}$

42 $\frac{1}{2}$ -2 $\frac{1}{2}$ -57 $\frac{1}{2}$

42 $\frac{1}{2}$ -2-62 $\frac{1}{2}$

47 $\frac{1}{2}$ -1-52 $\frac{1}{2}$ -/1-57 $\frac{1}{2}$ -1-62 $\frac{1}{2}$

47 $\frac{1}{2}$ -1-59 $\frac{1}{2}$

47 $\frac{1}{2}$ -2-57 $\frac{1}{2}$

110-3-131-4-139

110-3-131-4-143

110-3-131-4-147

130-5-160-8-200

130-5-175-EB-6-205

150-5-175-6-205

150-5-200

200-20-400

200-15-350-16-400

600-40-300/40-920/40-1000-50-1200

600-40-1000-50-1250

B. Some defects in the existing pay structure

132. There is no reason to believe that these defects are peculiar to the pay structure of Punjab or that of the Central Government. With some variation in degree, similar situations are found in the pay structures of most of the States. The most common ones are:

- * The scales of pay are not determined on the basis of a rational evaluation of the relative difficulty in duties and responsibilities but on ad hoc basis. In determining pay, internal and external relativities are not given adequate consideration.
- * For substantially equal work, compensation is not always equal.
- * Posts which have comparable duties and responsibilities and require comparable skill and qualifications are remunerated on the basis of the service to which the incumbent belongs.
- * Pay differentials do not always reflect differences in level of duties and responsibilities.
- * Incremental time scales are not based on any rational principles.
- * There is no institutionalised machinery for relating pay scales to cost of living and economic trends.

- * The number of pay scales is too many.

C. Essentials of a good pay system

133. Lack of salary standardization, an inequitable pay structure and proliferation of pay scales are defects found in the absence of a comprehensive wage policy, and lack of attention given to the principles and methods of determining an equitable wage structure. The effect of this on morale and efficiency is considerable. A rational and systematic wage policy is a sine qua non of an efficient administration. In the determination of a sound wage policy the following are factors of vital importance:

- * Under the same conditions of employment, employees doing work of comparable difficulty and responsibility should receive comparable compensation. In other words, for equal work, pay or compensation should be equal.
 - * Persons whose work is more difficult, more complex or responsible, should have higher status and the potential of higher pay than those whose work is simpler.
 - * Supervisors should have higher status and pay scales than those of their subordinates.
- Recognition for long and faithful service can be provided through incorporating adequate number of increment steps in each grade to

reward length of service in the position.

- * The salary rates of Government should be comparable with those paid by the private employers so that outstanding and capable persons are attracted and retained.

D. A model of a pay plan and its salient features

134. The movement of standardization of salaries in most countries has been responsible for the development of a sound wage policy. Many countries have set up pay structures each level of which corresponds to a discernible level of responsibility. This results in the establishment of a wage structure comprising of a manageable number of scales. In U.S.A. the pay plan comprises of 18 grades, in U.S.S.R. of 17. For the Central Government it should be practicable to develop a pay plan comprising of 15 to 30 scales. The number of scales or grades, which may be finally adopted, would be contingent on the number of discernible levels of responsibility. We have suggested a model of a pay plan consisting of 15 grades. A definition for each grade has also been suggested which reflects the level of responsibility.

135. Grades 1 to 9 have 15 steps. After the eleventh step, the scales are overlapping and the overlap is after the mid point of the pay scale. Overlapping is justified on the ground that experienced employees in the lower

grade are worth as much to the organisation as the new entrants to a higher grade with no experience. The justification for the latter's assignment to the higher grade is that they bring greater potential to the job. In a situation where promotion opportunities are limited and an employee has to remain in a particular position for several years, a long grade provides a built-in incentive for retaining the employee in service.

136. For grades 10 to 14, the number of steps progressively diminish.

137. The yearly increment granted to the employees is significant and ranges from approximately 3% to 4.8%.

138. At higher levels of responsibility, pay scales do not overlap.

139. We would like to clarify that this is not a model pay plan. We have advisedly called it a "model of a pay plan." This is essentially a schematic model suggestive of the lines on which a rational pay plan taking into consideration the following factors can be developed.

- (i) The relationship among various classes of positions in terms of duties and responsibilities;
- (ii) the availability of personnel with the requisite qualifications;

- (iii) The probable effect of the wage structure on the turnover of the employees;
- (iv) Geographical differentials - notable cost of living and economic differences between different areas adjusted by supplemental allowances.

E. Development of a rationally integrated pay plan with the aid of Position Classification

140. The classification of position brings into focus the relationship among various classes of positions in terms of duties, responsibilities, educational requirements and thereby helps in establishing a consistent and logical relationship between emoluments and work performed. An appropriate pay scale is prescribed for each class in conformity with the relationship between the classes incorporated in the Position Classification plan. The pay scale assigned to a position is the pay scale for the class to which the position is currently classified. Consequently establishment of rationally integrated pay scales and the development and formulation of a sound salary policy are facilitated.

VII. CONCLUSION - AND SOME SPECIFIC RECOMMENDATIONS

A. Present system's defects:

141. The first empirical study, although confined to one small department and 165 positions, has enabled the identification of some of the shortcomings in the current personnel management practices. Because the organisational structure and personnel practices are, in most of the Government Departments and organisations, essentially similar, It can be assumed that the inferences formulated, have a wider application than the limited scope of the study may suggest. Undoubtedly many of the shortcomings observed exist in other departments also. These shortcomings can be restated in the following synopsis:

(i) The pay structure is complex and consists of more than 600 pay scales. The pay scales are not rationally integrated. For substantial equal work, pay is not equal.

(ii) The lack of job descriptions impedes the employee from understanding what is required of him. Responsibility is diffused and difficult to fix. Duplication of effort, under-utilisation or overloading of employees cannot be easily detected. Objective evaluation of performance is not possible.

(iii) Precise qualifications to conform to the specific requirements of the job have not been determined. Consequently, the scope for specialisation is reduced and the selection, placement, promotion, transfer and training problems cannot be handled systematically and rationally. In the absence of job specifications and the definition of qualification requirements, the employee brings potential to the job but does not always bring the know-how.

(iv) The job designations are defective. A confusing array of designations which do not reflect the character of the work are in use.

(v) Placement and advancement are tied more closely to the seniority and service of the incumbent than to merit; performance potential or qualifications.

142. We have carefully weighed the benefits that a personnel management system, based on rank-in-the-job, yields in comparison with one based on rank-in-the man. We are convinced that Position Classification is a powerful and efficient tool for developing rational personnel management policies and practices.

B. Issues to be resolved before introducing
a Position Classification Scheme

143. The implications of introducing Position Classifi-

cation involve many challenging ramifications. The conceptual conflict with existing policies and practices, the colossal and sustained effort required have to be weighed carefully. There are three issues of especial and vital importance which must be resolved before a Position Classification Scheme can be introduced in the Central Government. These are:

- (a) Are the advantages of introducing a position classification scheme so over-whelming as to lead to the conclusion that it should totally replace the existing system?
- (b) Can the basic ingredients of a Position Classification Scheme be reconciled with the existing system of personnel management by amending the existing system partially or substantially so as to be able to achieve the benefits which accrue from Position Classification?
- (c) Whether the costs involved in (A) would be commensurate with the advantages?

144. The answer to these questions will indicate the extent to which we need to modify the existing personnel management practices and the extent to which the basic precepts of Position Classification can be introduced in our existing system.

145. Many hold that because the existing system is a legacy of the colonial era, it has become an anachronism in a welfare State and should be replaced. Another point of view is that a system which has, generally, worked and held together the Administration of the country through a succession of crises should not be replaced by a system, whose ramifications are still unknown. That does not imply, however, that the existing system cannot and should not be improved by modifying it to meet the new dimensions created by ideological, economical and technological changes.

146. What then is the answer? We must confess that we have no ready panacea for this dilemma. Judging by the experience of other countries, which have adopted Position Classification and also by the inferences arrived at on the basis of one empirical study, we feel that Position Classification can alleviate many of the deficiencies in the existing system of personnel management. We also feel that the techniques of Position Classification are being only partially and ineffectively applied in government organizations or are absent entirely. We cannot, however, recommend metamorphic changes for the entire structure of government without a fuller realization of the magnitude of the effort that would be involved and the cost both in terms of the installation of the system and its consequences on the wage-bill.

147. These are major considerations. Would the cost of development, installation and maintenance of a position classification scheme be commensurate with the results achieved? The answer to this question is subject to a number of imponderable factors, hence no categorical answer can be given at this juncture.

148. Some inferences, however, can be formulated on the basis of the experience of the Philippines Government, which recently undertook a comprehensive classification and a salary survey under the technical supervision of a personnel and management consulting firm, viz. Louis J. Kroeger and Associates of San Francisco.

149. This survey related to 2,00,000 positions. On the basis of an analysis of each of the 2,00,000 positions, 2,284 class specifications were prepared which were consolidated into 239 class series. A pay plan consisting of 75 pay scales was developed. The survey took $3\frac{1}{2}$ years to complete.

150. It was found that of the 2,00,000 classified positions, 62% were receiving salaries below the minimum of their salary range allocation. The Consultants estimated that the adjustment of each employee to an appropriate salary scale would cost an additional 46 million pesos per annum to the government or about 12% of the total pay roll.

151. In addition to cost of development and installation of a Position Classification Scheme, the cost of maintaining the Scheme has also to be considered. For the continuous administration and maintenance of the classification plan, a permanent machinery would have to be set up.

152. The most important factor bearing on the size of this machinery is the relative stability of the duties and responsibilities in an organization. It has been estimated that in an organization, in which the duties and responsibilities do not frequently change, an average of one staff member is required for every 2,500 to 5,000 positions. This may mean that for the Central Government which employs about 3 million persons, an establishment of 1,500 to 2,000 persons would be required for the maintenance of the plan. In the Central Government 97% of the positions are occupied by personnel belonging to Class III and Class IV services. As many of these positions are similar, the number of persons required to maintain the classification plan upto date could be considerably reduced. It would not be necessary to locate all these persons in the central agency. Most of them can function in the organizations brought under the classification scheme.

153. Note needs to be taken of another element of cost. Initially, the introduction of a position classification scheme inevitably results in a substantial increase in the wage-bill. The reason for this is that certain positions

get upgraded and some get down-graded. The upgraded positions immediately attract a higher salary scale, whereas the emoluments of the incumbents whose positions are down-graded have to be protected. Theoretically, it is possible to conceive of a system where the wage-bill does not increase. But this would imply that the salaries of the incumbents of the positions down-graded are reduced. In the context of the present social, economic and political situation, this would be an extremely difficult decision to implement. A commitment to the incumbents of positions down-graded that their emoluments will be protected is inescapable. It is this which cumulatively results in a higher wage-bill when a position classification scheme is installed.

154. Against the initial higher budgetary impact, which is a direct consequence of installation of a position classification scheme, have to be weighed the long range savings. A rational classification scheme aids in exposing areas of duplication of functions and thereby contributes towards reduction in staff. The equity of action for which a classification plan lays the foundation removes the discordances in pay scales which are a constant source of irritation to the employees and are conducive to developing incentives for efficient work. If the creation of a climate of equity results in greater motivation, effectiveness of the working forces and greater efficiency, and we believe it does, the apparent additional cost would be offset.

C. Transitional period

155. The introduction of Position Classification will confront us with another question. Can the two systems - the existing one and the Position Classification System - function simultaneously in the transitional phase which will inevitably be spread over a number of years? There are various alternatives which can be considered.

156. One alternative would be, to install the Position Classification Scheme, department by department. This has the merit of simplicity of approach, but since staffing of all departments borrows heavily on established services, the difficulty one would encounter in this would be how to isolate the personnel system of a department from the overall system to which it is firmly anchored.

157. Another alternative would be to cover positions up to a certain level in the hierarchy and progressively increase the coverage level by level. The start can be made with lower levels; or the higher levels can be classified first e.g. all the positions occupied by All-India and Central (Class I) Services. A third alternative could be to select an organization where difficulties of services or cadre are either not in existence or are minimal.

S. Recommendations - More studies to assess implications of total adoption

158. Before an unequivocal recommendation for introducing Position Classification in the entire structure of Government can be made, we have to determine for ourselves

the order of magnitude of the higher costs and the other implications of introducing Position Classification in the entire structure of Government. We would suggest that some more studies should be conducted to test the feasibility of introducing a position classification scheme and in order to have a fuller realisation of its implications. We, therefore, recommend that three empirical studies be undertaken in three government organizations, namely:

- (1) A large size public-sector undertaking.
- (2) A fulfledged Ministry where all the problems, arising from service, cadres, placement of technical people, will be immediately encountered.
- (3) An organisation such as All India Radio, where problems of this nature would not be so pronounced.

E. Reforms of existing system: not dependent on decision for or against total adoption

159. At the same time, we recommend that pending a fuller enquiry into the question of the desirability of introducing a Position Classification Scheme, some of the basic techniques of Position Classification which do not involve a complete abandonment of our existing system should be progressively introduced.

These are -

Formulation of job specifications

- (i) Job specifications should be formulated for all classes of positions occupied by Class I and

C Class II officers. The job specifications should incorporate the job content, skill and qualification requirements. The job specifications should be used for evaluating individual performance and for determining the suitability of candidates to fill the vacant positions. This will ensure that placement and promotion is made on the basis of merit and suitability rather than on the basis of the service to which an individual belongs or his seniority.

- (ii) If the recommendation made above is applied immediately to higher administrative positions in the Secretariat and specific skill and experience requirements in relation to duties and responsibilities are spelt out in detail, it will facilitate the manning of the positions by the best man available irrespective of his seniority or the service to which he belongs. On the one hand the best talent will be available to Government and on the other this will alleviate the biggest cause for lack of motivation and for inter-service rivalries and jealousies.

Rationalisation and simplification
of pay structure

- (iii) The pay structure should be rationalised and simplified so that the existing anomalies are

removed. For substantially equal work, the compensation should be equal. This can be done by framing standard scales and job evaluation. At present there are about 600 pay scales in the Central Government. There are many pay scales which, except for small difference in respect of the minimum or the maximum and an insignificant difference in the annual increments, are almost identical. These pay scales should be merged without disturbing the existing pay structure and the pay scales should be reduced to about 30 or 35 standard scales.

Compensation should be assigned to positions and not to individuals

- (iv) The pay scales should be assigned to positions on the basis of the relative difficulty and complexity of the duties and responsibilities of the positions. The incumbent of the position should not draw salary on the basis of the grade attached to him by virtue of his belonging to a particular service but on the basis of the grade assigned to the position.

F. Reform in the organisation
for Personnel Administration

160. For all this to happen in practice and not merely in theory, a strong personnel agency manned by persons of proven professional competence should be established

outside the purview of any particular department or Ministry. The Central Personnel Agency should have an independent and authoritative relationship with other organisational units. This Agency should be concerned with the formulation of changes in the organisational structure and should closely associate itself with the creation of new positions. This would facilitate objective understanding and evaluation of the duties and responsibilities of positions in any one department vis-a-vis positions in other departments scattered throughout the government organisations. It would also ensure development of a fair, equitable and uniform policy and action under like conditions.

161. The Central Personnel Agency should report to the Cabinet. It should, therefore, be placed under the Cabinet Secretariat or the Prime Minister's Secretariat.

162. The adoption of any system of personnel administration is not an end in itself. The end is: At any time the administrative agency should be able to achieve effectively the goals of government. The goals are not static. The goals are becoming bigger and government's functions more complex. If the aims and objectives of government continue to change, the agency for fulfilling the aims of government must be reorganized and refashioned to meet these objectives. For the urgent solution of problems, contemporary government demands specialised knowledge from its civil servants. Large scale activity has made imperative a

professional and well trained body of officials. Hence modern governments require the services of scientists and experts in every field of human endeavour. It is now increasingly realised that if bureaucracy is to function effectively, the personnel policies and practices should be kept under continuous review.

163. Our civil service has been described as one of the best in the world. The civil service structure has weathered many a storm. This should not make us complacent. When new tasks are being set and bigger objectives are to be achieved, we should constantly examine what changes in the civil service structure are essential to meet the new challenges. The tempo at which progress will be achieved will be determined by the efficiency of the civil service. We should therefore seek and find new methods which will develop a more efficient and effective administration.

164. We have carefully weighed the benefits that a personnel management based on rank-in-the-job provides in comparison with one based on rank-in-the-man. We feel that Position Classification, which had its origin in U.S.A. and has been adopted by a number of countries, is a powerful and efficient tool for developing rational and more effective personnel management policies and practices. Very often we are accused of adopting foreign techniques without a full realisation of the efficacy and implications of these techniques in a different environment and culture. Many of the

personnel management practices, policies and techniques developed in the advanced countries are culture-bound or culture-oriented. Easy mobility is possible in an economy of abundance, whereas in an economy of scarcity, permanent tenure and strong protection given to the employees is inevitable.

165. We do not suggest that Position Classification, as adopted in America or any other country, should be transplanted to our country. As a matter of fact no two countries have an identical position classification scheme. This is both inevitable and logical. It also speaks volumes for the flexibility of the precepts of position Classification.

166. It is this which has weighed with us in suggesting that the precepts and techniques of Position Classification should be applied, to start with, in a few areas of Government activity. This would provide a fuller understanding of the consequences of change. This would enable us to develop a scheme to conform to our needs and our ethos that would give optimum results without presenting serious problems in implementation. This would also ensure a fair test and trial for the system prior to wider application.

QUESTIONNAIRE USED IN THE EMPIRICAL STUDY OF
POSITIONS IN THE FAMILY PLANNING DEPARTMENT

POSITION CLASSIFICATION QUESTIONNAIRE

(Before answering these questions, please read the directions)

1. Name.....
2. Section/Branch.....
3. Present Post.....
4. Present Pay and Pay-Scale.....
5. Who is your immediate Supervisor.....

The next is the most important item on this form.
Please read the instructions carefully before
giving the answer.

6. Description of your work. In your own words list and explain your duties in relation to the subjects assigned to you. Make your description detailed and clear so that persons unfamiliar with your work can understand exactly what you do. List the most important first. Estimate the amount of work time spent on each duty. Use percentages or number of hours or days. Indicate this in col.3. Attach additional sheets, if necessary.

Item No.	Work description	*Work time spent

*Hours a month or % of your working time.

1. 1. 1.

2. 2. 2.

3. 3. 3.

4. 4. 4.



5. 5. 5.

6. 6. 6.

7. 7. 7.

8. 8. 8.

9. 9. 9.

10. 10. 10.

11. 11. 11.

12. 12. 12.

13. 13. 13.

14. 14. 14.

15. 15. 15.

16. 16. 16.

17. 17. 17.

18. 18. 18.

19. 19. 19.

20. 20. 20.

21. 21. 21.

22. 22. 22.

23. 23. 23.

24. 24. 24.

7. What part of your job is the most difficult?

.....
.....

8. (a) Do you supervise the work of others?

(b) If yes, explain in what way the supervision is exercised.

.....

(c) Indicate the names and posts of persons you supervise.

9. How is your work supervised or reviewed?

.....
.....

10. How much expenditure are you authorised to sanction?

.....

11. (a) Does your job demand devising of new ways of doing things?

.....

(b) If yes, explain how often and in what kinds of situations.

.....
.....

Date.....

Signature of the employee

TO BE FILLED IN BY THE IMMEDIATE SUPERVISOR

12. Are the above statements of the employee accurate and complete? Indicate inaccuracies or incomplete items, if any. (Please see paragraphs 4 and 16 of the instructions).
13. Indicate the qualifications you think should be required for filling a vacancy in this position. Keep the requirements of the position in mind rather than the qualifications of person now filling it.

	Necessary qualifications	Additional desirable qualifications
Education, general		
Education, special		
Length and kind of experience		
Special knowledge, abilities and other factors		

Date.....

SIGNATURE OF IMMEDIATE SUPERVISOR

CLASSIFICATION SURVEY

The Indian Institute of Public Administration is undertaking a classification survey of our department. For the purpose of this survey, you are requested to fill in the enclosed questionnaire. The results of this survey depend entirely on the answers given by you. It is, therefore, important that you should go through the enclosed instructions very carefully before attempting to fill the questionnaire.

The classification survey is not being undertaken with the objective of evaluating your qualifications or efficiency. Its objective is to ascertain whether positions can be classified according to a rational scheme in which pay-scales are equitably related to duties and responsibilities.

I shall be grateful if you would fill in the questionnaire during the course of the next three working days and return it to your immediate supervisor. The Supervisor will please submit, after review, the questionnaires of the employees working under them to me within four additional days.

The Classification Staff of the Institute will be visiting this department regularly and if you have any questions, they will be glad to answer them.

DEPUTY SECRETARY
DEPARTMENT OF FAMILY PLANNING

INSTRUCTIONS FOR FILLING IN THE POSITION
CLASSIFICATION QUESTIONNAIRE

Please read these instructions carefully
before filling in the questionnaire

First, prepare your answers in rough draft on a separate sheet of paper. When you are satisfied that your answers are complete and accurate, copy them on the form. It will be appreciated if the replies are typed. If this is not possible, please write as legibly as you can.

2. If you need additional space, extra pages may be attached, but should be identified by your name and Section you work in.

3. Kindly fill in the Questionnaire within four days of its receipt by you and hand it over to your Supervisor.

4. This form is to be completed by you in your own words. Your Supervisor and Department Head will review your job description to determine the completeness and accuracy of the statements and to clarify or give additional information concerning your duties and responsibilities. They will under no circumstances change the answers as given by you. In the space provided, they may make whatever statements they think are necessary before signing the report.

Item 6.

5. In describing your duties and responsibilities, try to give a specific and complete picture of your work with the object of bringing out the functions performed by you. What is wanted is the content, and method of your work. Do not use broad general terms such as "assist", "handle", "prepare", "supervise", or "review" etc. In case your assignment requires you to meet members of the public, please specifically indicate this and the number of people on an average you meet daily.

6. Make your statement plain. Give a description of your work. Do not give an appraisal by the use of such

purely relative adjectives as "difficult", "important" and "complex" etc.

7. Do not collaborate with others in your office doing similar work. Please use your own words, make an original and independent statement. Do not copy expressions from the Manual of Office Procedure or similar documents.

8. Do not be reluctant to give specific tasks merely because you believe that it is common knowledge that they are part of the duties of your position.

9. The following are some illustrations relating to certain kinds of work. Read them even if you do not do that kind of work, they may help to suggest to you the points you should cover in describing your own work :-

- (a) If you are a Stenographer, it is not sufficient for you to state "I take dictation and transcribe notes". Indicate the kind of dictation e.g. correspondence, reports, conferences etc. Indicate the subject matter e.g. administrative, medical, engineering, legal etc. What is the official position of the officer from whom you take dictation? Do you have occasions to draft letters? How often? In what kinds of cases? Do you perform any clerical or secretarial work? What are these clerical or secretarial tasks? How much of your working time is devoted thereto? Describe them in as much detail as your Stenographic duties. If your position requires you to have unusual speed and accuracy as Stenographer, indicate why?
- (b) If you are a Section Officer, it is not sufficient to say "I supervise the work of a Section". It would be essential to indicate how you supervise e.g. (1) Check facts for accuracy, (2) correct drafts, (3) indicate type of cases you dispose of without reference to a level higher than yours, (4) indicate type and subjects of cases in which you prepare the original drafts and notes, (5) what steps you take to ensure there are no delays in disposal of work etc.

The fact that you assist in doing a certain thing shows the purpose of your work, but it does not show exactly what you do. There are a great many ways of assisting in a given task. For instance, an executive, a Stenographer, a typist, a messenger, a mailing clerk, a file clerk may all handle correspondence each in his own way.

- (c) In the case of an Under Secretary, it would be essential to indicate the process and manner in which assistance is given in the formulation of policy. What steps are taken to ensure that policy is implemented? If it is established that policy is not being correctly implemented, what specific steps are taken to ensure proper implementation.

The following are additional examples of good and poor statements:

Poor Statement

Good Statement

Assist in handling correspondence.

Receive, open, time stamp and route incoming mail.

Maintain claim registers.

Prepare registers of all claims showing allocation of budget expenditures and total amount of expenditures for month in which claims are made.

Process purchase indents.

Review requisitions submitted by the different Sections to determine whether -

- (i) A certificate from the Stores Officer that the item indented for is not available in stock has been attached.

(ii) The indent has been worked out on the basis of settled norms.

(iii) A certificate of availability of funds to cover the purchases has been obtained.

2. 10. Indicate here the parts of your job which demand the greatest care and thought or the most skill or understanding. Which duties would be the most difficult for another person taking your place to learn? Tell us what makes these duties difficult and give one or two specific examples.

3. 11. State whether you direct or supervise others. Supervision implies a degree of control of subordinates and responsibility for the results or products of their work. In case you do not exercise control over others and are not responsible for the results of their work, the answer to this question will be "not applicable".

12. The answer should be a statement of the principal tasks you perform which are of a supervisory or administrative nature and which shows your official relationship and responsibility with respect to the work of the persons you supervise. The following supervisory tasks which are often encountered are given as illustrations:

- (i) assign regular work (or special tasks);
- (ii) review work for accuracy or for compliance with instructions;
- (iii) preserve order and application to work through personal presence;
- (iv) instruct others in detail of work according to plans and rules laid down by a superior;
- (v) instruct others only in general features and purpose of work;

- (vi) plan methods to be followed by subordinates;
- (vii) plan programmes and flow of work,
- (viii) review work for compliance with policies;
- (ix) make decisions on major matters affecting the work of subordinates, which do not generally or regularly require the review or approval of your superior; and
- (x) obtain information for purposes of coordination.

The tasks given above are only suggestions or illustrations. If some of them fit the work, use them. As far as possible please try and compose an independent statement.

Item 9. 13. In this space explain what guidance, help, instructions (written or oral) etc. are given to you in your work. For example, "I follow a prescribed procedure set forth in the accounting manual" or "I am shown how to operate the equipment and then work on each job as it is given to me to do" or "I am given a project with instructions as to results expected and general methods, but details are left to me" or "I work according to the requirements of my professional field and am guided only by general administrative policies set down by my supervisor".

The following are additional illustrations of control of the employee's work that are met with frequently:

- (a) The immediate superior inspects and reviews the results of each task;
- (b) gives detailed directions as to methods and purposes;
- (c) plans, programmes, gives general instructions, but execution is virtually the responsibility of the subordinate, with only occasional reference to a superior for advice and instructions; and

- (d) Accountability to the immediate superior is primarily for results, not for the methods of achieving them.

These expressions are only suggestions or illustrations.

Item 10.

14. Indicate inherent and delegated financial powers of your position.

Item 11.

15. Mention situations which call for departure from old methods by adopting new ones. Also mention the frequency and the types of occasions which you have to report to them.

FOR IMMEDIATE SUPERIOR ONLY

Item 12.

16. Please examine each form carefully to see that all the 11 questions are filled in correctly and completely. Please write down the number of the items on which you are commenting. Do not strike the incorrect entries made by the employees under you, but point out in the space provided in the questionnaire the inaccuracy or omission in your subordinate's statements.

Item 13.

17. Very commonly, the immediate superiors describe the qualifications of the present incumbent holding the position. That is not what is wanted. Mention the qualifications that the performance of the job requires rather than qualifications of the present incumbent.

R. Kotnala

I. List of Class-Series proposed for the
Department of Family Planning

1. Clerical Series

- (i) Clerk Grade III
- (ii) Clerk Grade IV
- (iii) Assistant Grade V
- (iv) Section Officer VII

2. Cash and Accounts Series

- (i) Cash and Accounts Assistant Grade V
- (ii) Cash and Accounts Assistant Grade VI
- (iii) Cash and Accounts Officer Grade VIII

3. Statistical Series

- (i) Statistical Clerk Grade IV
- (ii) Statistical Assistant Grade V
- (iii) Statistical Assistant Grade VI

4. Information and Publicity Series

- (i) Information Assistant Grade VI
- (ii) Information Assistant (Editorial) Grade VI
- (iii) Information Officer (Education) Grade VII
- (iv) Information Officer (Public Relations)
Grade VIII
- (v) Information Officer (Editorial) Grade VIII
- (vi) Information Officer (Audio-Visual) Grade VIII
- (vii) Information Officer (Publicity) Grade X

5. Stores and Purchase Series

- (i) Store and Purchase Assistant Grade VI
- (ii) Store and Purchase Officer Grade X X

6. Photographic Series

- (i) Assistant Photographer
- (ii) Photographer

7. Public Health Series

- (i) Public Health Officer
- (ii) Public Health Officer

8. Translation Series

- (i) Hindi - English Translator

9. Stenographic Series

- (i) Stenographer

CLASS - SERIES

PROPOSED FOR THE DEPTT.
OF FAMILY PLANNING

I. Clerical Series

This series includes all classes of positions the duties of which are to supervise or perform varied general and related work ranging from routine and repetitive work such as making simple entries in registers, despatching of mail, drafting simple letters, maintaining casual leave record, recording movement of incoming and outgoing files, maintaining files of routine nature, typing approved drafts, etc. to difficult work involving supervision and coordination of clerical staff of a section, training, helping and advising the staff and motivating them to work cooperatively and conscientiously, estimating office inventory needs, interpreting and applying procedures and directives, analysing facts and numerical data, checking data incorporated in correspondence, recording notes and ensuring collection and assimilation of relevant facts in a manner that the questions which they pose are presented in a way which facilitates decision, disposing routine cases and taking intermediate routine action in all cases such as issuing of reminders, acknowledgements etc.

Exclusions

Excluded from the above series are positions involving clerical work which have, as a paramount requirement, knowledge of Accountancy, Statistics, Stores and Purchase and Stenography. These positions have been placed separately under Accountancy, Statistical, Stores and Purchase and Stenographic series.

Coverage

In this series are included the following classes:

- | | |
|-----------------|--------------------|
| 1. Class Title: | Clerk
Grade III |
| Pay Scale: | Rs.120-5-190 |

Characteristics of the Class:

This is the beginning level, with varied assignments, which require performance of duties of a routine nature requiring the application of a limited variety of specifically applicable postal, filing or administrative regulations, the use of a simple sorting and filing system, typing skill and knowledge of simple clerical and other related work which can be readily learnt on the job. Has no supervisory responsibilities.

Typical Tasks:

(Tasks frequently found in positions falling within this class.)

1. Receives, reads and segregates incoming communications and distributes these according to general subject matter content.

2. Reads and checks outgoing mail for completeness, readiness for despatch, and conformity to a substantial number of administrative instructions and to any applicable postal regulations, e.g. (Proper and complete address, proper signature, proper enclosures, date and similar details).
3. Types notes, letters and statements, cuts stencils, compares typed material.
4. Diarises the incoming dak and distributes it to the concerned employees.
5. Records movement of incoming and outgoing files.
6. Collates information of pending cases and prepares weekly and monthly statement of cases pending disposal.
7. Drafts simple letters and maintains files of routine nature.
8. Maintains casual leave register of Class II, Class III and Class IV employees.
9. Receives monthly indents for items of stationery from different sections, scrutinizes the same keeping in

view the staff strength, items issued in previous month, and the material available in stock, and seeks orders of his superior in respect to quantity to be issued.

10. Does other related work which may be assigned to him by his superior.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class.)

Qualification requirements:

Education-General:

Matriculate or Higher
Secondary level.

Special knowledge
and ability:

Ability to read rapidly,
to write clearly and logically
in English, to make arith-
metical calculations, to
type 30 words a minute, and
to learn office routines.

2. Class Title:

Clerk
Grade IV

Pay Scale:

170-8-282

Characteristics of the Class:

Under general supervision, performs clerical duties requiring (1) exercise of some judgement and initiative in the application of limited variety of pertinent regulations, procedures and instructions, (2) basic knowledge of the organisation, functions and flow of work of the division served, and (3) knowledge of the methods and procedures of the organisation served.

Typical Tasks:

(Tasks frequently found in positions falling within this class.)

1. Receives new proposals for Grants-in-Aid from Local Bodies/Voluntary Bodies, checks to determine that they are recommended by the State Family Planning Officer and are in conformity with the terms, conditions and policy laid down for release of Grants-in-Aid. In respect of cases of continuing Grants-in-Aid, receives and checks utilisation certificates accompanied by Statement of Accounts, Audited Statement of Accounts, Progress Report and Staff Schedule, with a

view to determine that the amount has been utilised for the purpose sanctioned and that proper accounting procedures have been followed, initiates proposals for releasing further Grants-in-Aid for the following year, forwards the Utilisation Certificate duly verified by the Accounts Officer to the Accountant General after recording in the Utilisation Register maintained State-wise and Year-wise. Maintains list of outstanding Utilisation Certificates and deletes names of grantees from list when Utilisation Certificate is furnished to ^{the} Accountant General, submits monthly statement of Outstanding Utilisation Certificates to the Section Officer.

2. Receives miscellaneous correspondence e.g. letters from Indian Council of Medical Research, State Governments, Individuals, Accountant Generals, etc., places them on the appropriate file, analyses them with a view to determine points at issue; keeps a record of pending cases, sends periodic reminders, examines Monthly Progress Reports relating to fulfillment of targets set for each state and submits the same for orders to the Section Officer.
3. Collates foreign exchange requirements from various sections for incorporation in Budget Estimates. Collates information required for preparation of General Budget Estimate and Budget of sub-offices.

- Maintains monthwise Register of Bills sent by the Department of Family Planning to Treasury and visits Accountant General's office to reconcile figures in his register with those in Accountant General's office records. Submits drafts conveying Budget appropriations/re-appropriation of funds.
4. Receives circulars, takes action required thereon/ submits for information to officers in the appropriate file, maintains Guard files, keeps up-to-date Registers/ Lists, showing names and complete addresses of Education Leaders, officials of States and other Agencies,
 5. Prepares and submits Periodical Returns and Statements such as Hindi Reports, Weekly and Monthly Arrears Reports, etc.
 6. Receives applications for grant of scholarships to medical students, checks that the applicant is not already in receipt of any scholarship and that the application is complete in all respects. Tabulates particulars of applicants. Drafts letters addressed to applicants/sponsors relating to stipends. Prepares and maintains Card Proforma Year-wise in respect of students awarded stipends. Prepares and submits to

Section Officer a proforma containing particulars of the stipendiary for signatures and transmission to Cash Branch for preparing a consolidated contingent bills in respect of stipendiaries, and performs other miscellaneous work such as issue of bank drafts, recovery of excess paid.

7. Collates replies to Audit objections, drafts replies to Accountant Generals regarding six-monthly outstanding Audit Reports of sub-offices, collates information from all sections relating to Estimates Committee Report.
8. Receives proposals for hiring of office accommodation and purchases by sub-offices, checks that they are within the scales prescribed and are in conformity with the terms, conditions, procedures and policy laid down and submits the same to Section Officer for orders.
9. Assists the Committee Officer at Conference/Meetings in:
 - (i) Issue of invitation;
 - (ii) Seating arrangements;
 - (iii) Supply of stationery;
 - (iv) Preparation and check of TA/DA bills of non-official members;

- (v) Check of bills to detect discrepancies and rectification on the spot;
 - (vi) Making transport arrangement; and
 - (vii) Receipt and check of bills for parties and hire of taxies before forwarding them to Cash Branch for payment.
10. Submits cases of extension of Visas to Foreign Exports, after linking with instructions, precedents, etc., on the subject,
11. Visits other Ministries/Offices for obtaining urgent information, types urgent-letters, compares fair letters, takes shorthand dictation from Section Officer in urgent cases, drafts replies to Parliament Questions; and performs such related work that may be assigned to him by his superior in the performance of his duties.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class.)

Qualification requirements:-

Education
General

Higher Secondary or Matriculation.

Special knowledge
and abilities
and other
factors.

Ability to type 40 words a minute
eight years experience as a
Clerk Grade III. Capacity to
correlate a variety of information
pertaining to a State programme and
to draw conclusions about its
adequacy, to write clearly in English
and Hindi and to obtain cooperation
from others in the performance of
his duties.

3. Class Description: Assistant
Grade V
- Pay Scale: 250-12-418.

Characteristics of the Class:

Under general supervision, performs clerical duties requiring: (1) exercise of initiative and judgement in the application of a variety of pertinent regulations, procedures and instructions (ii) knowledge of the programmes and objectives of the Department and (iii) knowledge of the organisation, functions, flow of work, methods and procedures of the organisation served.

Typical Tasks:

(Tasks frequently found in positions falling within this class.)

1. Scrutinises proposals for grants-in-aid from state Governments, Local Bodies, Voluntary organisations etc., to determine whether the proposals are consistent with the Department's programme, have been recommended by the competent authority, are properly documented and the eligibility of the applicant, drafts letters related to the grant-in-aid.
2. Scrutinises T.R. Form 42 to verify the accuracy of figures relating to grants and authenticity of signatures of the grantee. Obtains counter-signatures

of the Accounts Officer on the T.R. Form 42, drafts forwarding letters and maintains record of return of T.R. Form 42.

3. Obtains, checks, and drafts letters forwarding utilisation certificates to the respective Accountant-General concerned.
4. Prepares drafts of advertisement for publication in the newspapers relating to award of scholarships to medical students studying in medical colleges in India - drafts replies to queries from students relating to the award of scholarships - checks applications received for award of scholarships to determine the eligibility and suitability of the applicants - prepares bills for payments of stipends to students who have been awarded scholarships - prepares and maintains Register of Stipends, indicating names of students, payments remitted, date of availability of the students for Family Planning Programmes etc. etc.
5. Scrutinises audit objections in respect of grants Sanctioned/Fellowships awarded to determine the course of further action - drafts replies to the audit objections.
6. Collates data about the requirements of Doctors by each State/Union Territory for Family Planning Programmes.

7. Scrutinises offers for aid for family planning programmes in India from foreign countries/agencies viz., offer for supply of loops/inserters/contraceptives, offers for technical know-how, award of scholarships to medical students for studies abroad, supply of equipments for family planning programmes etc. - drafts letters to the Ministry of Finance seeking exemption from payments of custom duties - drafts letters seeking clearance from Director General of Technical Department/Ministry of Finance and Ministry of External Affairs in respect of import of such stores etc.
8. Scrutinises proposals regarding deputation of officers abroad to attend inter-national conferences - drafts notes for obtaining approval of the Cabinet for such proposals.
9. Drafts letters for arranging accommodation for foreign visitors invited to participate in the Family Planning Programmes in India - draws up itinerary for their visits to the various Family Planning Centres.
10. Scrutinises proposals relating to staff/budget or foreign exchange requirements of Hindustan Latex Ltd., (A Government of India Undertaking) - records notes suggesting line of action consistent with the existing rules and regulations/requirements etc.

11. Scrutinises proposals/problems relating to administrative or establishment matters of the Department of Family Planning such as creation of posts, age relaxation, fixation of pay, crossing of Efficiency Bar, promotion through Departmental Promotion Committee, recruitment through UPSC, issue of permanency declarations, arranging orientation courses for freshers, confirmations, transfers, resignations, leave, admissibility of pension, family pension, gratuity etc., to determine whether proposals are consistent with the existing rules, regulations, and policy, records notes pin-pointing the point at issue and suggesting line of action for review by his supervisor.
12. Scrutinises proposals for initiating disciplinary proceedings against the employees of the Department to determine the gravity of the charge, extent of his involvement and the justification of the penalty recommended to be imposed, checks from rules whether consultation with the U.P.S.C. is necessary etc., records notes relating to the disciplinary proposals.
13. Assesses department's requirements for stationery articles, standard forms, wall calenders, utility diaries, etc. prepares draft annual indent on

the Controller of Printing and Stationery/Ministry of Information and Broadcasting.

14. Drafts letters for inviting quotations for the local purchase of urgently needed stationery articles - drafts supply orders for the purchase of such articles on the basis of the accepted tender - scrutinises bills received in this respect to determine correctness and for arranging payments thereof.
15. Checks telephone bills to determine correctness - arranges payments thereof if correct, otherwise drafts correspondances seeking clarification/amendment.
16. Checks bills relating to the Travelling Allowances and Daily Allowances of the officers/staff of the Department to determine admissibility of the claim, arranges payments thereof.
17. On the basis of demands from various field agencies makes assessment of requirements of sterilization appliances - Drafts supply orders/Indents for the purchase of the store - Drafts correspondence relating to their purchase.

18. Collates statistics of sterilization operations performed by Central Family Planning Corps and relates results to targets.
19. Drafts letters relating to the allocation of Peace Corps Volunteers to different states.
20. ~~Maintains~~ data regarding requirements of vehicles by State Governments, and Union Territories for Family Planning work,
21. Composes letters to DGS&D relating to procurement and distribution of Motor Vehicles to various State Governments/Union Territories.
22. Records notes and composes drafts regarding the need for setting up of Central/State Health Transport Organisation for repair and maintenance of Motor Vehicles for Family Planning Programme.
23. On the basis of the data regarding the requirements of vehicles, drafts plans for the allocation of Willy's jeeps to State Governments/Union Territories/Local Bodies/Voluntary Organisations.

24. Drafts correspondence relating to:
 - (a) acceptance of vehicles offered by USAID as aid,
 - (b) physical inspection of vehicles,
 - (c) transfer of ownership of the vehicles,
 - (d) allocation and physical handing over of the vehicles to the State Governments etc.
 - (e) purchase and charging of batteries etc.
25. Coordinates information pertaining to the allocation of vehicles offered by UNICEF to the various states.
26. Composes draft letters relating to rate contracts by the Director General Supplies & Disposal for motor vehicles.
27. Scrutinises designs/drawings and specifications of motor vehicles and bodies thereof to determine their utility for the Family Planning Programme. Composes correspondence for rate enquiries from automobile dealers and body-builders - prepares comparative statements thereof.
28. Composes draft indents on D.G.S.&D. for arranging supply of motor vehicles.
29. Collates demands for loops and IUCD ~~inserters~~ from State Family Planning Officers and drafts indent for the supply of the same on the IUCD Factory, Kanpur -

scrutinises bills for the supply and testing charges of loops and inserters to determine correctness and to arrange payments.

30. Collates information from the monthly reports, about the number of loops supplied and actual insertions performed by various field agencies to determine progress made as against targets fixed.
31. Compiles data relating to distortion of loops and inserters for obtaining expert medical opinion on the causes of failure and desirability for change in techniques/specification.
32. Scrutinises monthly statements of the stock position of the I.U.C.D. factory Kanpur to ensure the regular supply of the I.U.C.D.
33. Keeps record of:
 - (a) test reports on loops and inserters
 - (b) daily production despatches from I.U.C.D. factory Kanpur.
34. Drafts letters for obtaining requirements of Audio-Visual equipment of the State Governments, Central Family Field Units, Family Planning Training Centres, prepares consolidated statement of requirements for this item to initiate purchase action.

35. Composes letters for D.G.S.&D. for entering into rate contracts for the supply of Audio-Visual equipments.
36. Drafts tender enquiries for the supply of Audio-Visual equipments; photographic materials, I.U.C.D kits, fluorescent microscopes, loop kits, plastic jars, drugs, instruments etc. - scrutinises quotations to determine lowest acceptable tender - drafts supply orders on the firms selected for the supply, drafts letters relating to the supplies affected.
37. Prepares budget estimates on the basis of requirements of funds for the implementation of various programmes, prepares statements of savings and surrenders on the basis of actual expenditure.
38. Prepares draft indents on D.G.S.&D. for the purchase of radio sets for publicity of Family Planning Programmes by various field agencies, calculating machines required for the statistical Unit of the Department, drafts letters relating to the supply of these stores.
39. Maintains sanction Register, Supply Order Register, Stock Register of Audio-Visual equipments.

40. Maintains list of firms black-listed by D.G.S.&D./ other Ministries of the Government.
41. Prepares forwarding letters communicating the pattern of Central Assistance to State Governments/ Local Bodies/Voluntary Organisations for implementing various programmes of Family Planning.
42. Drafts letters communicating to the State Governments/ Local Bodies/Voluntary Organizations etc., the pattern of Central Assistance for various approved schemes.
43. Drafts letters communicating the policy on pricing, distribution and supply of contraceptives to the State Governments/Local Bodies/Voluntary Organisations.
44. Scrutinises Family Planning Programmes undertaken by the State Governments, Public sector undertakings, to determine whether the proposals fall within the set pattern, and the quantum of Central assistance admissible, drafts letters relating to the sanction of grants-in-aid.
45. On the basis of legal and expert advice, drafts replies to letters questioning the legality and morality of the family planning programmes.

46. Drafts letters for collecting data on age of marriage in other countries, prepares summaries of the views on the age of marriage expressed by various individuals through correspondence and press.
47. Collates opinions from the State Governments/Union Territories, professionals, and technical experts on the proposed bills for:
 - (a) raising of the minimum age of marriage,
 - (b) sterilisation of the unfit, and
 - (c) liberalisation of abortions,Prepares briefs, drafts correspondances for obtaining approval of the Parliamentary and Legal Affairs Committee of the Cabinet for introduction of bills in Parliament.
48. Prepares draft material for inclusion in the President's speech on the Budget proposals of the Government.
49. Arranges Press-cuttings subject-wise and submits these to the competent authority to determine further action.
50. Makes travel arrangements for officials and non-officials connected with the Family Planning Programme.

51. Maintains Assistant diary indicating the number of communications received and disposed off per day.
52. In the light of precedents, records background notes on communications containing.
 - (a) Research proposals on medical and demographic aspects of family planning and proposals relating to introduction of pills and modification in 'Lipps Loop' and introducing 'Danish Loop' etc. from individuals/Indian Council of Medical Research/Central Family Planning Institute, etc.
 - (b) Complaints from States/Union Territories in connection with IUCD insertions and manufacturing defects of Loops and Inserters.
53. Estimates requirements of preventive and surgical equipment on the basis of information collected from various family planning agencies, prepares and places indents on Director General Supplies and Disposal/Approved dealers for procurement.
54. Maintains Register indicating stock and supply position of contraceptives.

55. Estimates requirements of films for family planning agencies, obtains departmental approval of estimates and places supply orders on producers. Corresponds with producers on rate of films and with State Trading Corporation for release of raw films to producers, maintains stock register of films, scrutinises bills received from producers and arranges payments thereof.
56. Visits the Foreign Post Office and Customs House to clear consignments, and arranges despatch to the respective consignees.
57. Reviews periodic reports received from state agencies relating to progress of programme implementation, relates achievements to targets, and proposes further line of action for better performance.
58. Receives proposals regarding setting up of training centres in the states for teaching family planning techniques, assesses requirements of trained, medical and para-medical personnel required for various family planning agencies.
59. Circulates and maintains journals and newspapers containing articles relevant to the family planning programmes.

60. On request, supplies literature on techniques of birth control to individuals calling on the Department and family planning agencies, refers requests for large supplies from family planning agencies to Director Audio Visual Publicity/Central Family Planning Institute for direct supply to them.
61. Drafts points for agenda and memorandum on the subjects dealt with by him for the Cabinet Committee meetings and other meetings on Family Planning called by the Health Minister and other senior officers of the Department, follows up implementation of decisions arrived at such meetings.
62. In connection with the organisation of Family Planning Fortnights and Childrens day in various states, receives suggestions from various agencies and refers points requiring decision to committees and officers dealing with the subjects along with background notes.
63. Reviews reports regarding publicity campaigns and seminars conducted by State Family Planning agencies.
64. Drafts requests to prominent people for messages on family planning to be broadcast and published, drafts letters to All-India Radio/Press Information Bureau for arranging broadcasts/display of such messages.

65. Maintains files relating to organisation of All-India Posters, Cartoons and Photographs Competitions, Obtains departmental approval of themes, panel of judges and publicity relating to these competitions.
66. Drafts letters forwarding:
- (i) publicity material relating to Family Planning to Indian Missions abroad, and
 - (ii) manuscripts to Director, Audio-Visual Publicity for printing and publicity.
67. Examines proposals for staffing Family Planning Media Units of All-India Radio, Press Information Bureau and drafts letters conveying departmental viewpoint in the matter.
68. Maintains mailing lists for department's publications.
69. Performs other related work that may be assigned to him.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class.)

Qualification requirements:

Education General	Higher Secondary or equivalent for promotion quota or university degree for direct recruitment.
Length and kind of experience	About 8 years' experience as Clerk Grade IV.
<u>Special knowledge and abilities</u>	Knowledge of secretariat work and procedure.

4. Class Description: Parliament Assistant
Grade V
- Pay Scale: 250-12-418

Characteristics of the Class:

Under general supervision carries out clerical assignments involving more complex routines, greater responsibility, and more contacts, with most senior officials. The duties warrant constant alertness and speed in the disposal of work.

Typical Tasks:

(Tasks frequently found in positions falling within this class.)

1. Receives advance notices of admitted questions from the Lok Sabha Secretariat, sorts out questions pertaining to the Department of Family Planning, makes entry of these questions in the respective registers, sends copies of the questions to the concerned sections for initiating preliminary action.
2. Receives lists of admitted questions from the Lok Sabha/Rajya Sabha Secretariat, sorts out questions pertaining to the Department of Family Planning, sends copies of these questions to the concerned Sections/Officers after making entries in the respective registers.

3. Maintains personal contacts with all the officers to:

(a) ensure that the files containing draft replies to the questions reach the Minister/Deputy Minister at least 72 hours before the questions are due for reply;

(b) arranges the delivery of the files to the respective sections.

4. Checks fair copies of the replies to ensure that:-

(a) the form of replies is in accordance with the prescribed procedure,

(b) the number of the admitted questions and the names of the members asking the questions have been correctly quoted,

(c) there are no spelling mistakes,

(d) Hindi version has been prepared for questions asked in Hindi.

(e) requisite number of fair copies of the reply have been furnished to the Lok Sabha/Rajya Sabha Secretariat.

5. Places requisite number of copies of the fair reply in pads for the use of the Minister/Deputy Minister/Secretary.

6. Arranges for Lok Sabha/Rajya Sabha official gallery/general passes for officers and concerned staff.

7. Prepares duty register of officers for ensuring their presence in the official gallery of the Lok Sabha/Rajya Sabha whenever their attendance is considered necessary.
8. Maintains contact on telephone or personally with the various branches of the Lok Sabha/Rajya Sabha Sectt. to keep himself posted with the latest development about the business of Parliament in general and pertaining to the Department of Family Planning in particular.
9. Remains present in the official gallery of the Lok Sabha/Rajya Sabha during question hours and other business hours to attend to any work/query which may be assigned/asked for.
10. Receives and scrutinises circulars, list of business, amendments to admitted questions etc. from the Lok Sabha/Rajya Sabha Sectt./Department of Parliamentary Affairs, sends copies thereof to the officers/sections concerned for appropriate action/future guidance.
11. Drafts replies to various miscellaneous communications received from the Department of Parliamentary affairs.

12. Any other related work which may be assigned.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class.)

Qualification requirements:

Education-General	Higher Secondary or equivalent
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Kind of experience	At least five years experience as an Assistant. Grade V
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Special knowledge and abilities. Should be well conversant with Parliamentary procedures and practices.

5. Class Title: Library Conference Assistant

Grade V

Pay Scale 250-12-418

Characteristics of the Class:

Under general supervision, arranges meetings, conferences and seminars; consults with others on content of programmes and then drafts agenda; drafts memoranda which lead to approval of the holding of such meetings; drafts letters of invitation; assigns participants to seats; arranges for press coverage, photographs, and press releases; arranges for recording of notes of meeting, edits such notes and prepares summaries; provides facilities for participants, such as telephones, hostel rooms, travel arrangements; and follows up on meetings by correspondence, circulation of minutes and resolutions.

Typical Tasks:

(Tasks frequently found in positions falling within this class.)

1. Prepares agenda and memorandum for meetings sponsored by the Department. Arranges for printing and circulation of agenda notes, invitation cards, speeches, etc. Corresponds with (i) police authorities for making security and traffic arrangements for V.I.P.s attending meetings; (ii) Department of Parliamentary Affairs for making arrangements for stenographers and reporters; (iii) Press information Bureau for press and photo coverages; (iv) Telephone Department for setting up temporary telephone connections
2. Supervises and is responsible for (a) making arrangements for meetings, conferences and seminars sponsored by the Department, including issue of invitation and meeting arrangements, putting up Directional Boards, etc; (b) preparing T.A. D.A. bills of non-official members and for making arrangements for their accommodation; etc.

3. Records notes of the proceedings/and drafts minutes of meetings, conferences and seminars sponsored by the Department. Prepares summaries of decisions.
4. Makes arrangements for Receptions, Cultural Programmes, etc. sponsored by the Department.
5. Supplies reports to Establishment section relating to conduct of Meetings for preparation of weekly report for Cabinet Committee on Family Planning.
6. Collates material to be used for speeches and statements of Ministers, etc.
7. Conducts correspondence relating to conferences. Notifies constitution of committees in official gazette and circulates resolutions passed by committees, etc.
8. Performs such related work that may be assigned to him by his superiors in the performance of his duties.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class.)

Qualification requirements:

Education General: Graduate from University.

Length & kind of experience: Three years experience in office work.

Special knowledge, ability & other factors: Ability to sort out key points from a mass of recorded data, ability to write clearly and to summarise accurately, ability to translate programme objectives into conferences agenda, ability to get along well with others.

6. Class Description: Section Officer
Grade VII

Pay Scale: 540-23-862

Characteristics of the Class:

Under general supervision, organizes and coordinates the functions of a section in a Department or a Ministry. Supervises and coordinates activities of clerical staff of a Section. Allocates work in a manner which promotes coordinated action and completion of individual tasks according to established priorities and in accordance with the existing rules and procedures and departmental directives, reviews work performed, ensures that the relevant facts are collected and assimilated and the questions which they pose are presented in a way which facilitates decisions by himself, his superiors.

Is responsible for taking intermediate routine action on all cases e.g. issuing reminders, acknowledgements. Finally disposes off routine cases e.g. those in which factual information of a non-confidential nature is to be obtained from or furnished to a Ministry, Estimates office inventory needs. Trains, helps and advises his staff.

Is called upon to interpret and apply procedures and directives, to analyse facts and numerical data. Checks data incorporated in correspondence, statistical tabulation for accuracy. Motivates his subordinates to work cooperatively and conscientiously in activities which are routine and repetitive and trains new employees, when required.

Typical Tasks:

(Tasks frequently found in positions falling within this class.)

1. Reads all the correspondence relating to subjects assigned to the Section and shows important receipts to his supervisor immediately.
2. Assigns work amongst his subordinates. Deals with difficult and important cases personally.

3. Is responsible to see that all the relevant facts pertaining to individual cases are collected from various sources and are assimilated and the questions which they pose are presented in a way which facilitates decisions. Adds his own remarks or suggestions which conduce to decisions.
4. Scrutinises proposals/cases received from his subordinates relating to the following subjects in order to check facts for accuracy and to incorporate relevant additional information pertaining to precedents, policy which may have been omitted:-
 - (a) General administration and house keeping establishment;
 - (b) Supply and service problems concerning the employees of the Department of Family Planning;
 - (c) Financial assistance to State Governments/ Local Bodies/Voluntary Organisations engaged on various approved programmes of Family Planning.
 - (d) Award of research scholarships to medical students;
 - (e) Production, procurement and distribution of contraceptives, drugs and equipment;
 - (f) Committees and Conferences including International Conferences on Family Planning;
 - (g) Aid for Family Planning Programme in India from foreign agencies;
 - (h) Deputation of officers abroad for participation in International Conferences on Family Planning.
 - (i) Hindustan Latex Ltd., IUCD Factory, Kanpur;

(j) Budget estimates, proposals for surrender of savings, appropriation and re-appropriations, supplementary grants, etc;

5. Scrutinises closely draft replies to Parliamentary questions to ensure proper and accurate presentation of facts, incorporates relevant facts, figures, precedents or policy decisions which have been omitted from the draft reply. Drafts replies to complicated questions.
6. On receipt of files from his supervisor, issues approved drafts and marks files to the dealing Assistant; discusses cases with his supervisor, where asked to do so.
7. Drafts agenda/memoranda for meetings/conferences, convened by the Department, attends such meetings/conferences when asked to do so, drafts minutes, obtains approval of minutes recorded by him and sends copies of approved minutes to the participants and takes follow up action.
8. Assists his supervisor in preparing budget estimates and justifications thereof.

9. Checks section diary/movement register, record register etc. to ensure proper maintenance.
10. Helps and guides the staff in the disposal of their work by indicating line of action, indicates relevant rules and regulations.
11. Performs house keeping functions such as estimating Sections/Departments' inventory needs, purchase and supply of stationery, furniture, typewriters, bulbs, coolers, heaters.
12. Maintains uptodate reference books, office orders, sectional note book, standing guard files.
13. Ensures strict compliance with instructions regarding treatment and safeguarding classified documents viz. Top Secret, Secret and Confidential Papers.
14. Checks attendance register to ensure punctuality.
15. Maintains discipline in the Section.
16. Is responsible for timely disposal of work in the Section, and for preparation and submission of periodical returns.

17. Is competent to -

- (a) sanction casual leave to his staff;
- (b) sanction contingent expenditure upto Rs.5/- in each case;
- (c) take action of the following type independently;
 - (i) Intermediate routine action on all cases viz. issuing reminders, acknowledgements etc.
 - (ii) Final disposal of routine cases i.e. those in which factual information of a non-confidential nature is to be maintained from or is to be furnished to Ministry.

18. Is responsible for keeping the Section neat and tidy.

19. Performs other related work which may be assigned by his supervisor.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class.)

Qualification requirements:

Education-General:	Higher Secondary or equivalent for promotion quota or university degree for direct recruitment.
Length and kind of experience	Five years' experience as Assistant
Special knowledge	Knowledge of rules and regulations and Secretariat procedures, ability to communicate effectively, orally and in writing with superiors and subordinates.

II. STENOGRAPHIC SERIES

This series includes all positions the duties of which are primarily to perform stenographic work which may or may not be in addition to clerical duties of routine nature.

EXCLUSION

Excluded from the above series are positions of typists who are not required to perform any stenographic work. Such posts are covered in the clerical series.

COVERAGE

In this series are covered the following positions:

Class Title

Stenographer

Grade III

Pay Scale

Rs. 120-5-190

Characteristics of the Class

Positions in this level include the performance of Stenographic duties involving terminology of average difficulty and dictation at a relatively low rate of speed. This is an entrance-level post in which the incumbent is expected to develop knowledge of the terminology used in the department and its procedures and practices.

Positions at this level may also include the performance of clerical duties of a routine nature.

Typical Tasks

(Tasks frequently found in positions falling within this class):-

1. Taking Shorthand notes from dictation and transcribing them;
2. Typing letters, reports, pay rolls etc. and cutting stencils;
3. Maintaining files and records.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Minimum qualifications:

Education General

Matriculation or Higher
Secondary.

Skill

Ability to take dictation at a speed of 80 words per minute from a clear manuscript or from a printed or typewritten matter; good command of English and spelling; clerical aptitude.

III. TRANSLATION SERIES

This series includes positions the duties of which are to translate from English into Hindi and vice versa letters, official communications, Parliamentary Questions and other documents.

SERIES COVERAGE

In this series are included the following classes:

<u>Class Title</u>	<u>Hindi-English Translator</u>
	<u>Grade V</u>
<u>Pay Scale</u>	Rs. 250-420

Characteristics of the Class:

Under general supervision, performs translating duties requiring sound knowledge of English and Hindi, particularly on subjects and terminology relating to the work of the Government; possesses capacity and understanding to propose suitable steps in this regard.

Typical Tasks:

(Tasks frequently found in positions falling within this class):-

1. Translates from English to Hindi and vice versa:

- (a) Parliament questions on Family Planning while the Parliament is in session;
- (b) Letters received from general public, social institutions, teachers, doctors and writers regarding enquiries; suggestions and proposals on devices and medicines pertaining to Family Planning Programmes;
- (c) Communications received from State Government pertaining to Family Planning Programme;
- (d) Letters received from Family Planning Centres, Institution etc. regarding requests for grants;
- (e) Office orders issued to Class IV employees from time to time.
- (f) Letters from Family Planning Department to the general public, State Governments and Family Planning Centres.

2. Translates from English to Hindi:

- (a) Circulars and orders of the Establishment Section of the Department;
- (b) Notifications and Resolutions of the Department;
- (c) Annual reports of the Department; and
- (d) Publicity materials on Family Planning.

3. After receiving instructions from the Home Ministry regarding implementation of Hindi Schemes:
 - (a) Prepares and submits lists of names of non-Hindi knowing employees to the Home Ministry for training in Hindi classes;
 - (b) Prepares and submits lists of typists and stenographers in the Department to the Home Ministry for training in Hindi typing and stenography;
 - (c) Circulates to all the Sections in the Department presidential orders received from time to time in regard to Hindi training scheme. .
4. Receives from the various section of the Department non-statutory rules, manuals, departmental forms and other procedural literature to be translated from English to Hindi and transmits the same to the Hindi Directorate for translation. Occasionally translates from English to Hindi, departmental forms and other procedural literature used in the department under instruction from and supervision of the Hindi Editor.

5. Collects, collates and consolidates half-yearly returns regarding:

Progressive use of Hindi in the work of the Ministry and its attached and subordinate offices; progress in teaching of Hindi to employees of the Department.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class.)

Qualification requirements:

Education General	A University graduate with Hindi as one of the subjects.
Special knowledge ability and other factors	Knowledge of technical terminology specially medical and parliamentary terms.

IV. PHOTOGRAPHIC SERIES

This series includes positions the duties of which are to perform photographic and related work. The work includes taking photographs, maintenance and care of photo unit equipment, selecting types of films for producing best results, arranging people or objects to show to best advantage, arranging attractive display of photographs and slides with a projector, making minor repairs on Cameras and other photographic equipments, supervising, instructing, conducting and assisting in dark room and other work such as receiving and storing films, developing negatives, making contact prints, enlarging and developing enlargements, maintaining finished photographs, duplicating slides and other related work.

EXCLUSIONS

This series does not cover classes in the Motion Picture Series nor those in the Information and Publicity Series which deal with the design of exhibits and displays. Classes related to the design of exhibits and displays will be found in the Information Series.

COVERAGE

In this series are included the following classes:

(1)	<u>Class Title</u>	<u>Assistant Photographer</u>
		<u>Grade V</u>
	<u>Pay Scale</u>	Rs. 250-12-418

Characteristics of the Class:

Under general supervision of the Photographer does photographic work such as receiving and storing films and supplies, developing negatives, making contact prints, enlarging, developing enlargements, mounting finished photographs, duplicating slides, and rendering general assistance to Senior Photographer. A good knowledge of the latest techniques in photography and dark room work.

Typical Tasks

(Tasks frequently found in positions falling within this class):-

1. Receives exposed films from the Photographer, develops and dries the same, enlarges composed photographs, washes, cuts to proper size and finishes photographs.

2. Prepares duplicate slides sets.
3. Numbers the negatives and files the same for proper record.
4. Maintains register of material consumed.
5. Performs other related work that may be assigned to him.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education-general: Matric

Experience: 3 years' experience in dark room work.

(2) Class Title: Photographer

Grade VII

Pay Scale

Rs. 540-23-862

Characteristics of the Class:

Under general direction as to the kinds of pictures desired, takes photographs in black and white or colour, using miniature and standard cameras, selects

types of films to produce best results, arranges people or objects to show to best advantage, arranges photographs for attractive display, displays slides with a projector, makes minor repairs on cameras or other photographic equipments, and instructs Assistant ^{Photographer} /as to length of development and kind of chemicals to be used.

Typical Tasks

(Tasks frequently found in positions falling within this class):-

1. Setting up and maintenance of the photographic unit.
2. After test accepts photographic equipment and certifies the same is in good condition and in working order.
3. Obtains on loan cameras from various agencies for taking photographs of important meetings, conferences, workshops on occasions of interest connected with Family Planning Programmes held in Delhi and elsewhere.
4. Takes colour picture for making slides used for lecture-demonstrations and developing prototypes (training aid diagrams). Prepares and supplies Photos of interest for display in the monthly

- newsletter of the Department and for exhibitions, etc. Accords captions to the snapshots.
5. Maintains registers of (i) photo-coverages and (ii) consumption of photographic materials. Checks registers of consumptions of chemicals, films, Photographic equipment etc., maintained by the Assistant Photographer.
 6. Designs proformae for use by other sections for requisitioning prints, slides, photos etc. from photo-unit.
 7. Guides the Assistant Photogra^{pher} in selecting size of enlargements, the grade of paper, chemicals, etc. for developing films and preparing the final print.
 8. Designs lay-out of the dark room.
 9. Conducts slide shows and performs minor repairs of the equipment when needed.
 10. Performs other related work that may be assigned to him.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class.)

qualification requirements:

Education General

Matric

Experience

5 years practical experience
of photography

Special knowledge,
abilities and other
factors:

Theoretical and practical
knowledge of dark room work,
and ability to apply modern
techniques and use ^{of} sophisti-
cated equipments.

(V) Cash and Accounts Series

This series includes positions which involve directing, supervising, checking or performing a variety of functions relating to the operation of a cash and accounting system in a government department.

Duties involve one or more of the following:

- (1) Disbursement of pay or other cash payments to Government employees, firms, etc.;
- (2) Maintenance of accounts and accounting records;
- (3) Examination of pay roll verification of arithmetical accuracy of computations and review of basic authorisation documents etc.;
- (4) Advisory service to the officers of the department regarding the status of financial resources, financial trends, methods of improving accounting procedures and financial reports.

Coverage

Positions are classifiable to this series when they involve performance, as a primary responsibility, of duties which involve preparation of pay-bills, disbursement of cash, and positions which supervise the operation of the aforesaid functions.

Titles and Classification

In this series are included the following classes:

- (1) Cash and Accounts Assistant Pay Scale: Rs. 250-12-418
Grade V

Characteristics of the class

Under general supervision, disburses cash payments to officers, firms, and others; prepares and issues cheques or demand drafts; receives Government dues and deposits them; keeps records and makes simple calculations.

Typical Tasks

(Tasks frequently found in positions falling within this class).

1. Preparation of monthly and supplementary pay bills of officers of the department,
2. Disbursement of pay to the officers and staff of the department.
3. Preparation of cheques/demand drafts for making payments:
 - (a) of stipends to Medical students studying in Medical colleges;
 - (b) to Firms in respect of their bills for supplies made;
 - (c) to Gazetted officers of the department in respect of pay and authorised loans/advances, etc.
4. Cash payments to firms/staff in respect of their petty bills/authorised advances/loans/contingent claims etc.

5. Visits banks to encash cheques/deposit Government amounts.
6. Maintenance of imprest money-keeping record of the advances given or payments made out of this fund.
7. Completion of Cash Book in respect of all financial transactions made during the day and getting it checked by his supervisor.
8. Maintenance of record of undisbursed amount in a separate register maintained for the purpose.
9. Calculation of the amount of Income tax payable by each officers and preparation of Income-Tax returns.
10. Any other related work which may be assigned by the supervisor.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class.)

Minimum qualification:

Education General:

Matriculation or Higher Secondary level

Special knowledge and attributes

Five years experience of office regulations, procedure and elementary knowledge of book keeping

(2) Cash and Accounts Assistant Pay Scale: Rs. 370-17-608

Grade VI

Characteristics of the Class:

Under general supervision, reviews budget proposals, proposals for grants and progress of utilisation of grants, checks account books and bills pertaining to salaries and travel allowances, instructs staff in the proper application of rules and regulations prescribed in Financial Codes.

Typical Tasks

(Tasks frequently found in positions falling within this class).

1. Checks for accuracy:

- (a) All the bills for non-gazetted staff and Section Officers;
- (b) All the travelling allowance bills of non-official members of Committees, and such officers of the subordinate offices whose bills are required, under the rules to be countersigned by him;

2. Guides the staff in the proper application of rules and regulations prescribed in various financial codes.

3. Scrutinises Budget estimates, revised estimates and foreign exchange budget of the department of Family Planning.

4. Attests all entries in the:
 - (a) Grant register
 - (b) Loans and Advances register.
5. Coordinates and reviews the following items of work, for accuracy and for compliance with current instructions;
 - (a) Appropriation of Accounts;
 - (b) Progress of expenditure,--re-appropriation or surrender of funds;
 - (c) Audit objections and audit reports,
 - (d) delegation of financial powers.
6. Checks for accuracy entries in the service, books of the staff relating to pay and leave account.
- 7- Performs other related work that may be assigned to him by his supervisor.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Minimum Qualifications:

Education, General

A University Degree preferal
B. Com.

Length and kind of
experience

At least 3 years experience
in accounts work.

Special knowledge

Knowledge of financial
rules and regulations.

(3) Cash & Accounts Officer Pay scale: Rs. 770-30-1190

Grade VIII

Characteristics of the Class:

Supervises the operation of the accounting system in the Government department with full management responsibility for the quality and quantity of the work performed - provides advisory service to officers of the department regarding the status of financial resources, financial trends, methods for improving operations etc.

Typical Tasks

(Tasks frequently found in positions falling within this class):-

1. As drawing and disbursing officer, is responsible for accuracy of all bills prepared for disbursement of funds to staff, individuals or firms on various accounts, signs all cheques for the drawal of money from Government accounts in this respect.
2. Checks, for accuracy, and attests all entries made by the Cashier in the Cash book and other Cash Registers in respect of daily cash transactions.
3. Coordinates accounts work of the department of Family Planning including proposals for:
 - (a) Budget Estimates
 - (b) Excess and surrender of funds
 - (c) Appropriation and re-appropriation of funds etc.

4. Advises on all accounts matters including audit objections, which may be referred to him by the office or sections of the department of Family Planning.
5. Reviews all pay fixation cases, for correct interpretations of the rules, before a final decision in the matter is taken.
6. Scrutinises the utilisation certificates received from the grantees for correctness and certifies audit the proper utilisation of grants-in-aid, corresponds with grantees on related matters.
7. Scrutinises all TR forms 42 received from the grantees, for correct entries, signs TR Forms 42 to authorise payment of grants-in-aid to the grantees.
8. Approves and signs all communications concerning cash and accounts matters.
9. Drafts rules to serve as pattern of Central Assistance to voluntary organisations/local bodies etc. for implementing various programmes of the department.
10. Inspects the subordinate offices occasionally to check their accounts and cash books.
11. Performs other related functions which may be assigned to him.

(The above are only illustrations of the tasks

generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education-General:

Graduate, preferably with a
Commerce Degree

Educational-Special:

SAS Examination or
Equivalent examination.

Experience

8 years experience in the
field of Accounting and Book-
Keeping about 5 years of which
should have been as an
Accountant.

VI. STATISTICAL SERIES

This series includes positions which involve collation, tabulation and simple analysis of statistical data, and performance of related clerical functions.

Duties involve one or more of the following:

(1) Collation of data relating to programme performance from different sources; (2) Use of calculating machines; (3) Review of data for errors and discrepancies in computations; (4) Preparation of Statistical tables, summaries etc.

EXCLUSIONS

This series excludes classes in book keeping, cash accounting, accounting occupations and professional statistics.

COVERAGE

Positions are classifiable to this series when they involve performance, as a primary responsibility, of duties relating to the use of tabulation machine and statistical and tabulation functions.

Title and Classification

In this series are included the following classes:

(1)	Class Title	<u>Statistical Clerk</u>
		<u>Grade IV</u>
	Pay Scale	Rs. 170-8-282

Characteristics of the Class:

Under general supervision, collates data from different sources into summaries, using calculating machines, totals, divides and multiplies figures; searches for errors and discrepancies in data furnished to him and obtains information from appropriate sources to correct these; performs clerical work in connection with the receipt and use of statistical data.

Typical Tasks

(Tasks frequently found in positions falling within this class).

1. Using calculating machines, collates statistical data received from the State Family Planning officers in respect of various Family Planning Schemes, - compares data with the figures of the previous month, - sorts out discrepancies, if any, in the figures and seeks clarification thereof from the respective State Officers.
2. Collects and compiles monthly statistical data relating to family planning from the Regional

Directors,- compares it with the figures received from the State Family Planning offices to ensure that the data received from both the sources tallies,- sorts out discrepancies, if any, and seeks clarification from the respective Regional Directors where necessary.

3. Collects and tabulates monthly statistical data from the Central Family Planning field units in respect of family planning schemes,- compares the data with the data received in the previous month, obtains clarifications in respect of discrepancies observed .
4. Compiles the Statistical data received from State Family Planning offices/Regional Directors/Central Family Planning field units for inclusion in the monthly statement submitted to the Cabinet Sub-Committee on Family Planning.
5. Maintains list of Family Planning centres in the States.
6. Furnishes statistical data for reply to Parliament questions.
7. Prepares narrative synopsis of statistical data, drafts statements in answer to Parliament and other questions, composes simple letters.

8. Performs such other related functions as assigned to him by his supervisor.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements

Education general: Higher secondary with Maths.

Special knowledge, abilities and other factors Knowledge of operating a calculating machine.

(2)	Class Title	<u>Statistical Assistant</u>
		Grade V
	Pay Scale	Rs. 250-12-408

Characteristics of the Class:

Under general supervision performs statistical and tabulation work requiring good knowledge of statistics.

Typical Tasks

(Tasks frequently found in positions falling within this class).

1. Tabulates and scrutinises monthly progress reports received from the State Family Planning officers and Regional Directors, compares the same with

figures submitted by them in earlier months;
locates discrepancies and brings them to the notice
of his supervisor and seeks advice for rectification
of the same.

2. Corresponds with the State Family Planning officers regarding discrepancies observed.; advises on their rectification and proper submission in time.
3. Tabulates the statistical data furnished in monthly progress reports of the State Family Planning organizations and Central Family Planning field units.
4. Prepares statistical charts and tables representing progress of Family Planning Programmes in the States.
5. Performs related duties pertaining to above subjects, allotted by the Supervisor.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education general:

Graduate with Mathematics
or Statistics

Special knowledge,
abilities and other
factors.

Knowledge of operation of
simple calculating machines.
some knowledge of Demography.

(C)	<u>Class Title</u>	Statistical Assistant
		Grade VI
	<u>Pay Scale</u>	Rs. 370-17-608

Characteristics of the Class:

Under general supervision, organises collection of Statistical data relating to programme performance, prepares summaries of findings, drafts memoranda and letters, assigns work to his subordinates.

Typical Tasks

(Tasks frequently found in positions falling within this class).

1. Checks for accuracy statistical data compiled by the statistical assistants and statistical clerks relating to the progress of various Family Planning Programmes in the States, Checks draft letters seeking reconciliation of the variations in the data received from the State Family Planning offices and Regional directors.
2. Collates information on progress of Family Planning Programmes from State Family Planning offices and Regional Directors for supply to International Agencies.
3. Prepares statements for inclusion in the monthly summary for the Cabinet on progress of Family Planning Programmes in various States/Union Territories.

Central Government Institutions, - relates achievements to targets.

4. Prepares and maintains data relating to the constitution and activities of voluntary organisation engaged on Family Planning work.
5. Analyses data on demographic problems for evaluations of Family Planning programmes.
6. On request, supplies information relating to IUCD and sterilisation.
7. Assigns work amongst his sub-ordinates.
8. Supervises the work of statistical clerks and assistants and coordinates the work performed at his level.
9. Performs other related work which may be assigned to him by his supervisor.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

qualification requirements

Education-general

A University degree

Length and kind of experience

About 5 years experience as

Clerk Grade IV -Sufficient knowledge of secretariat work.

VII. STORES AND PURCHASE SERIES

This series includes position which involve directing or assisting in directing the stores and purchase work of the department.

Positions in this series are required to estimate requirements of stores and equipment, procure stores and equipment, formulate purchase and distribution procedures, draw up specifications for a variety of stores and equipment and allocate stores and equipment to various agencies engaged in the programmes of the department.

COVERAGE

In this series are included the following classes:

Class Title: Stores & Purchase Assistant

Grade VI

Pay Scale: Rs. 370-17-648

Characteristics of the Class:

Under general supervision performs clerical duties requiring: (i) exercise of initiative and judgement in the application of a variety of pertinent regulations, procedures and instructions, (ii) knowledge of rules and

regulations pertaining to procurement, storage and supply of stores, (iii) knowledge of the programme and objectives of the Department and (iv) knowledge of the organization, functions, flow of work, methods and procedures of the organisation served.

Typical Tasks:

(Tasks frequently found in positions falling within this class):-

1. Estimates quantity of contraceptives required for free distribution and distribution through depots and Family Planning Centres, and also quantity required for commercial sale; obtains departmental approval of estimates and financial sanctions; prepares and forwards the indents to Director-General Supplies and Disposal for procurement, corresponds with suppliers to ensure that supplies conform to the prescribed time-schedule.
2. Allocates contraceptives to State Family Planning Centres on the basis of stock in hand, supply-schedule and population, advises the State Government of allocation made and issues despatch instructions to supply depots.

Explores possibilities of commercial distribution, meets with representatives of firms interested in commercial distribution and ascertains terms and conditions of distribution, proposes allocation of territories to firms engaged in distribution.

Scrutinises fortnightly statements relating to supply of contraceptives and monthly statements of stock in hand at depots to determine regularity in supplies, arranges replenishment of supplies from stock-in-hand and ensures consumption prior to stipulated date.

Receives correspondence from manufacturers and importers of contraceptives relating to import policy of contraceptives, drafts letters: (i) to the Chief Controller of Imports and Exports, suggesting suitable modifications in import policy and (ii) to manufacturers and importers conveying the Department's views on their suggestions.

Selects methods for testing of contraceptives on advice of laboratories and published material on the subject. Refers suggestions made by the manufacturers/suppliers of contraceptives in regard to testing methods, to laboratories/experts and advises manufacturers/suppliers of the results.

7. Communicates results of tests to manufacturers/suppliers, prepares and maintains list of approved manufacturers/suppliers.
8. Supplies material for answering Parliament questions, points raised in audit reports and by the Public Accounts Committee relating to the subjects dealt with by him.
9. Checks and reviews work of his subordinates, maintains Attendance Register and casual leave accounts of employees.
10. Performs other related work that may be assigned to him.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not, by itself, warrant placing a position in this class).

Qualification requirements:

Education-General

Special knowledge, abilities and other factors

University Graduate

Knowledge of Secretariat and stores work. A good knowledge of rules and regulations pertaining to procurement, stores and supply of stores and good background of the programme

administered and an intimate knowledge of the subject dealt with in the Section is essential. Capacity to collate a variety of information about a state programme and to draw conclusions about its adequacy, to write clearly in English and Hindi and to obtain cooperation from others in the performance of his duties.

Class Title: Stores and Purchase Officer

Grade X

Pay Scale: Rs. 1470-60-1890

Characteristics of the Class:

Under general direction of the Head of the Department, is responsible for estimating requirements of stores and equipment, procurement through established government agencies or directly. Formulates purchase and distribution procedures. Draws up specifications for a limited variety of stores. Is responsible for allocation of stores and equipment to various agencies engaged in the programme.

Typical Tasks

(Tasks frequently found in positions falling within this class):-

1. Frames estimates of requirements of contraceptives, primarily condoms for:
 - (a) free distribution;
 - (b) commercial distribution; and for
 - (c) depot holders.
2. Draws up procedure for:
 - (a) free distribution; and
 - (b) commercial distribution of contraceptives.
3. Draws up agreement for distribution of contraceptives through the Indian Red Cross.
4. Formulates proposals relating to policy for import of conventional contraceptives.
5. Frames estimates and places indents on the Director General of Supplies and Disposal/Firms for the purchase of Motor-Vehicles/contraceptives and other ancillary stores required for the Family Planning Programmes, viz. Films and Film strips, Audio-Visual equipment, photographic materials, IUCD/Sterlisation Kits, Fluorescent microscopes, Plastic Jars, Drugs etc., corresponds and negotiates with the suppliers and

finalises supply order. Is responsible for supply of stores to the indentors according to a specified time schedule.

6. Places supply orders for films approved by the departmental committee entrusted with the selection of films.
7. Watches consumption trends of stores and equipment.
8. Formulates accounting procedures of Stores.
9. Designs IUCD and Sterilisation Kits with the assistance of officers implementing the Family Planning Programme and firms manufacturing the equipment.
10. Designs specifications of motor vehicles in conjunction with the experts of the Ministry of Defence and the body-builders.
11. Draws up procedure for the procurement of motor vehicles by State Governments.
12. Allocates Vehicles, received as gifts, to State Governments.
13. Is responsible for the maintenance and proper use of the Motor fleet assigned to the Department.
14. Subject to availability of funds, is competent to place indents/supply orders of the value indicated below:

Indents, Contracts

(a) Indents	Rs. 50,000 per item
	Rs. 20,00,000 per annum
	Rs. 2,00,000 per indent
(b) Express	Rs. 2,500 per item
Operational	Rs. 10 lakhs per annum
Indents	Rs. 1 lakh per indent.

Can make direct purchase of articles below the value of Rs. 25,000/-.

15. Participates in departmental and interdepartmental meetings.
16. Disposes of audit objections relating to his subject.
17. Approves draft replies to the Parliament Questions relating to subjects dealt by him.
18. Performs other related work that may be assigned to him.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not, by itself, warrant placing a position in this class).

Qualification requirements:

Education General:	University degree and knowledge of mercantile law.
Length and kind of experience:	10 years experience in purchase of stores and equipment in a large organisation.
Special knowledge, abilities and other factors	Should be well versed with Government rules and regulations relating to purchase.

VIII Information and Publicity Series

This series includes positions the duties of which relate to planning, coordination, direction and implementation of a continuous publicity programme to keep the public informed of the objectives, programmes and the activities of a Department and to promote public understanding of these programmes and objectives. The work includes such publicity, public relations and audio-visual media functions as : (i) preparing, developing and distributing publicity materials in the form of films, pamphlets, press bulletins, journals, charts and photographs, etc.; (ii) maintaining liaison with media units of the government, opinion leaders, editors, writers and producers of news and informative materials; (iii) presentation and general display of photographs, films, illustrations and charts to general public by means of exhibitions, meeting etc.; (iv) developing publicity and mass contact programmes at the national, regional and local levels and (v) analysing and assessing public reaction and attitude towards the programmes of the Department.

Exclusion

Positions involving the following types of work are excluded from the series:

- (i) Positions requiring the application of technical knowledge and skill in photography, such as taking colour or black and white photographs, developing films, enlarging prints, or other professional occupations classifiable in the photographic series.
- (ii) Positions involving performance of work requiring knowledge, judgment and skills of printing and publishing publicity material and literature such as Assistant Controller of Printing.

Series Coverage

In this series are included the following classes:

(1)	<u>Class Title</u>	Information Assistant (Editorial)
		Grade VI
	<u>Pay Scale</u>	Rs. 370-610

Characteristics of the Class

Under general direction prepares manuscripts of news on the basis of information received from field agencies, formulates printing time schedule, maintains liaison with the printing presses, proof

reads and organises distribution of printed material.

Typical Tasks

(Tasks frequently found in positions falling within this class) :-

1. Prepares manuscripts of news on the basis of material received from field agencies.
2. Gives detailed instructions to the printers regarding the process of printing to be adopted, size and face of the types to be used, measure of printing area and form of printing. Indicates the size and kind of block including size and screen for photographs and illustrations.
3. Specifies on printing orders, the style of binding, size of the publication, type of photographs and number of copies to be printed.
4. Reads galley-proofs, prepares their lay-out dummy and gives final reading to the proofs.
5. Formulates printing time schedule and maintains liaison with the printers for ensuring accurate performance of printing work.
6. Prepares and maintains mailing lists of persons to whom the monthly Newsletter is sent, arranges mailing of Newsletters in bulk to local agencies

and to the officers of the Department, supplies mailing lists to Directorate of Advertising and Visual Publicity for distribution of Newsletters to family planning agencies located outside Delhi.

7. Performs other related work that may be assigned to him.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education General :

Graduate of a recognised University or equivalent;

Experience :

About three years experience of printing;

Special knowledge, abilities and other factors :

Demonstrated ability to spell, knowledge of punctuation, grammar and syntax. Ability to learn layout including pagination, set up of charts and diagrams, type faces, paragraphing, illustrations and Government practice in capitalisation, salutations etc.

(2)	<u>Class Title</u>	Information Assistant (Publicity)
		Grade VI
	<u>Pay Scale</u>	Rs. 370-610

Characteristics of the Class

Under general supervision, promotes public understanding of Government programmes and objectives by such media as Cinema slides, film shows, pamphlets, posters, folders, exhibitions etc. Develops publicity programmes at village and local levels through local opinion moulders.

Typical Tasks

(Tasks frequently found in positions falling within this class) : -

1. On the subject of appointment of Family Planning Education leaders at State/ Institutional and District level:
 - (a) drafts letters to the State Health authorities inviting their recommendations for the appointment of Family Planning Education Leaders;

- (b) Scrutinises the particulars of the candidates proposed by the State Health authorities and makes recommendations for the appointment of Family Planning Education Leaders to his supervisor on the basis of the recommendations of the State Health Authorities and the particulars of the candidates available on record;
 - (c) drafts letters of appointment of the selected candidates;
 - (d) drafts letters sanctioning grant-in-aid to the State Health authorities to meet the expenditure on the appointment of Family Planning Education Leaders; and
 - (e) receives utilisation certificates in respect of grants sanctioned and drafts letters forwarding these to the Accountant General concerned.
2. Maintains grants register and enters the amount of grant sanctioned for the appointment of Education Leaders in that Register.
3. Arranges supply of literature on Family Planning to the Family Planning Education Leaders, through the Directorate of Audio-Visual Publicity

and the Central Family Planning Institutions.

4. Receives and scrutinises quarterly work reports from the education leaders, - recommends to the supervisor replacement of such leaders whose work is not considered satisfactory or who resign of their own accord.
5. Arranges space for meetings and accomodation for the outside participants in seminars and orientation camps whenever held at New Delhi.
6. Prepares draft agenda, minutes of meetings of the committees on Family Planning Mass Education, after obtaining aproval of the minutes recorded by him, circulates them and follows up implemen-
tation of decisions contained therein.
7. Receives synopsis from various producers for the production of Films on Family Planning and submits the same to the Film Committee for their perusal, - drafts letters communicating decision of the film committee, to the respective Film Producers.
8. Drafts letters addressed to the Film Division regarding the Production of Films on Family Planning.
9. Drafts letters addressed to Directorate of Audio Visual publicity regarding exhibition

of cinema slides.

10. Performs ^{other} related work as may be assigned.

(The above are only illustrations of the tasks generally performed in positions under this class: Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education-General

University Graduate

Education-Special

Good knowledge of Hindi

(3)

Class Title

Information Officer
(Education)

Grade VII

Pay Scale

Rs. 540-860

Characteristics of the class

Under general supervision, performs administrative duties relating to the propagation of the programmes of the Government, particularly those of identifying local leaders, preparing their appointment papers, maintenance of mailing lists and reviewing their performance.

Typical Tasks

(Tasks frequently found in positions falling within this class) :-

1. Receives applications for appointment as Honorary Education Leaders at the Institutional, State and District Levels and takes following action thereon:-
 - (a) Verifies that the application is complete in all respects and the procedure laid down for forwarding such applications, has been followed - incomplete applications are returned with suitable remarks.
 - (b) Considers the suitability of the applicant on the basis of the recommendations of the recommending authority and the previous performance of the candidates (as may be available from the record) and
 - (c) Recommends candidates who are considered suitable, for appointment as Honorary Education Leaders.
2. Receives reports of performance from the Honorary Education Leaders to determine whether the work is progressing on the lines

prescribed in the Government scheme, submits these reports to his supervisor with his comments.

3. Obtains and compiles information from State Governments relating to the appointment of Honorary Education Leaders made by them at the Block level and group level..
4. Drafts letters in respect of any information which may be required from any source, concerning the Honorary Education Leaders.
5. Maintains mailing list in respect of the Department of Family Planning's Newsletter "Centre Calling".
6. Taps different sources to secure current addresses of individuals/institutions for compiling a list of opinion leaders.
7. Any other related job which may be assigned by his supervisor from time to time.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education-General

A University Graduate
with Sociology or
Psychology or Political
Science.

(4)

Class Title

Information Officer
(Audio Visual)

Grade VIII

Pay Scale

Rs. 770-1190

Characteristics of the Class

Under general direction promotes public understanding of the objectives and programmes of the Department through Audio Visual Media. Supervises preparation of charts, illustrations, photographs, hoarding designs, allied graphic materials and films for audio visual presentation at Exhibitions and general display. Sketches lay-outs to guide Artists and Photographers, instructs script writers on coverage desired, advises Recorders on desired sound effects etc. Reviews and coordinates work of the Artists, Photographers, Hoarding Designers to ensure effective presentation.

Typical Tasks

(Tasks frequently found in positions falling within this class) :-

1. Reviews the publicity programmes of the Audio Visual Media Units of the Ministry of Information & Broadcasting, State Governments, Voluntary Organisations and suggests modifications in the programmes to make them more effective.
2. At Exhibitions and Family Planning Campaigns provides posters, photographs, films and other audio-visual aids for display.

Coordinates audio-visual support to project the objectives of Family Planning clearly, supervises installation of exhibits to ensure maximum coverage.
3. Formulates syllabi and organizes short-term courses for mass communication workers associated with the Family Planning Programmes. Prepares material and literature connected with the training courses.

4. Arranges periodic meetings of the National Mass Education Advisory Committee, Coordination Committee, Films Committee and Field Publicity Committee of which he is the Convenor Member. Frames Agenda, records Minutes and takes follow-up action to ensure implementation of decisions arrived at these Meetings.
 5. Suggests theme and locale of shooting of films produced by the Department and other agencies on Family Planning.
 6. Advises State Family Planning Units on effective methods of outdoor publicity.
 7. Performs such other related work as may be assigned to him.
- (The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education-General

Graduate in Social Sciences;

Special knowledge, abilities and other factors

Degree or Diploma in Audio Visual Education;

Experience

Three years' experience of production of Audio Visual aids both graphic and photographic.

(5)

Class Title

Information Officer
(Public Relations)

Grade VIII

Pay Scale

770-1190

Characteristics of the Class

Under general supervision with some latitude for individual initiative, analyses available media to select the one most likely to be effective for Government's use; analyses programme support needed from public; develops public relations programmes; prepares press releases, information pamphlets, bulletins and reports; takes steps needed to bring publicity programmes to attention of editors, writers and other producers of news and information materials; and develops publicity materials. Prepares material in Hindi for publication, reviews and edits material prepared by others in Hindi.

Typical Tasks:

(Tasks frequently found in positions falling within this class) :-

1. Writes articles on various aspects of Family Planning in Hindi for publication in journals.
2. Arranges periodic meetings of Radio and Television Media Committee of which he is the Convenor Member, frames agenda, prepares minutes and takes follow up action for the implementation of the decisions arrived at such meetings.
3. Drafts slogans and spot announcement for use by All-India Radio, prepares plans for publicity through Radio, Television and Song and Drama Division, and after obtaining approval of the Grade X Information Officer(Publicity), arranges with the Director General, All-India Radio, Director of Television, and Director, Song and Drama Division for their broadcast/display.
4. Prepares and supplies to All-India Radio panel of speakers for Radio talks and interviews on Family Planning topics.

5. Arranges sponsored publicity by supplying material on Family Planning to editors and authors of repute for producing literary works and articles propagating Family Planning and gets them published in newspapers, magazines, journals, etc.
 6. Helps and guides the officials of Union Territory of Delhi in formulating publicity plans for grant-in-aid for publicity in centrally administered territory of Delhi, examines these proposals to ascertain whether they are consistent with approved schemes.
 7. Plans and supervises mass communication programmes at special and national campaigns.
 8. Acts as Liaison Officer for Hindi Teaching Scheme of Ministry of Home Affairs and ensures that the targets and plans of teaching Hindi to the staff of the department are achieved.
- Checks for accuracy translations to Hindi of technical terms, office orders, annual reports, parliament questions, Notifications in official gazette, Resolutions etc.

10. Innovates new methods of mass publicity for Family Planning.
11. Performs other related work that may be assigned to him.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education-General

Graduate with Hindi and Diploma or training in journalism.

Experience

Five years experience of mass communication work.

Special knowledge, abilities and other factors

Knowledge of writing for neoliterates and of the different techniques of mass communications.

(6) Class Title

Information Officer
(Editorial)

Grade VIII

Pay Scale

Rs. 770-1190

Characteristics of the Class

Edits monthly newsletter. Under general

supervision with some latitude for individual initiative, analyses available media to select the one most likely to be effective for Government's use; analyses programme support needed from public; develops public relations programmes, prepares press releases, information pamphlets, bulletins and reports; takes steps needed to bring publicity programmes to attention of editors, writers and other producers of news and informational materials; and develops publicity materials.

Typical Tasks

(Tasks frequently found in positions falling within this class) :

1. Edits the monthly newsletter 'Centre Calling', screens the reports received from field agencies and prepares the manuscripts for publication in the monthly newsletter and pamphlets, brochures, booklets etc. published
2. Prepares articles, speeches, messages, etc. relating to Family Planning for use by Minister, Secretary, Commissioner, etc.

3. Reviews literature received from various sources of Family Planning and on subjects like personnel administration, management techniques, etc. of interest to the department; analyses, identifies, evolves and describes the concepts dealt with in the literature; circulates the same for information of officers for whom it is likely to be of possible use in writing article etc. or for practical application.
4. Prepares articles, features, etc. for release to national press through Press Information Bureau.
5. Prepares advertisement on Family Planning for release by Director, Advertising and Visual Publicity for display in newspapers, magazines, etc.
6. Arranges periodic meetings of Press and Printing Material Committee of which he is the Convenor Member, frames agenda, prepares minutes, and takes follow up action for implementation of the decisions arrived at such meetings.
7. Lectures, participates in seminars, meetings, etc. on Family Planning including those held in States sponsored by other agencies.

8. Maintains liaison with Director, Advertising and Visual Publicity regarding the progress of various jobs entrusted for being performed in their studios.
9. Plans, directs mailing arrangement for 3 million readers and supervises the mailing arrangement of monthly newsletters.
10. Performs other related work that may be assigned to him.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education General

Graduate with Diploma
or training in journalism

Experience

Five years' experience of
mass communication work.

Special knowledge,
abilities and other
factors

Knowledge of writing for
neoliterates and knowledge
of the different techni-
ques of mass communica-
tion.

(7)	<u>Class Title</u>	Information Officer (Publicity)
		Grade X
	<u>Pay Scale</u>	Rs. 1470-1890

Characteristics of the Class

Under general direction, plans, coordinates and directs a continuous programme to keep the public informed of the objectives and activities of the Department and promotes public understanding of the objectives and programmes of the Department. Establishes and maintains working relationship with Media Units of the Government participating in the Department's programmes. Analyses public reaction and attitude towards the Department's programmes. Maintains close relationship with representatives of all publicity media with a view to using, on a public services basis, such media for propagation of the Department's programmes.

Typical Tasks

(Tasks frequently found in positions falling within this class) :-

1. Plans publicity campaigns to provide support

- to the Family Planning Programme and propagate Family Planning practices.
2. Coordinates the activities of different media units of the Ministry of Information and Broadcasting engaged in the propagation of Family Planning Programmes.
 3. Develops guidelines and prototypes of information materials on Family Planning for the use of State Governments for promoting Family Planning Schemes.
 4. Plans and implements the training programmes of personnel engaged in Family Planning publicity at the Centre, in various media units of the Department of Information & Broadcasting, State Governments and other agencies.
 5. Participates in the meetings and conferences of the Department and other agencies of Family Planning.
 6. Supervises the work of the officers in the Mass Media Division relating to Family Planning Publicity.
 7. Performs other related work that may be assigned to him.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education General

A Master's Degree in Social Sciences.

Education Special

Diploma in Journalism.

Length and kind of experience

About 10 years' experience in mass media communication.

Special knowledge, ability and other factors

Capacity to formulate, organize and implement publicity campaigns.

R. Kotnala

ix) PUBLIC HEALTH SERIES

This series includes positions the duties of which include formulating, developing, organising, directing and supervising the operation of the public Health Programmes. The work includes all Public Health Functions such as: (1) Analysis of technical problems relating to development of large scale Public Health Programmes; (2) review of research and training priorities to ensure availability of adequate man-power for the execution of these programmes; (3) liaison with State Governments, Departments of Central Government and other specialised agencies engaged in the Programme to develop proper standards and a coordinated approach for implementation of the programmes; (4) direction of training for medical and para-medical personnel engaged in the programme; and (5) supervision and inspection of regional and field units for effective implementation of the Programmes.

Series Coverage

In this series are included the following classes:

1. Class Title:	Public Health Officer Grade VIII
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Pay Scale:	Rs. 770-1190
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Characteristics of the Class:

Under general supervision of the Head of the Department organises and develops specialised aspects of a Public Health Programme. Gives advice on technical aspects of the programme to agencies engaged in the programme. Assesses requirements of equipment, for the programme. Maintains liaison with specialised agencies engaged in research and development of latest techniques.

Typical Tasks:

(Tasks frequently found in positions falling within this class.)

1. Organises and supervises programmes for orientation camps to popularise IUCD and Oral contraceptives.
2. Provides technical advice to the State Govts., voluntary organisations/Local Bodies, etc. on IUCD insertions and their after-effects.
3. Makes assessment and projection of requirements of IUCD, Loops, Inserters, drugs and equipments.
4. Acts as Convenor-Secretary of the Technical Committee on Family Planning.

5. Maintains liaison with the Indian Council of Medical Research and keeps in close touch with their research activities on IUCD and contraceptive methods.
6. Compiles from monthly progress reports of Central Family Planning Corps Doctors, information relating to number of persons advised on IUCD insertions and number of IUCD insertions made.
7. Drafts curriculum for the Training of Medical and para-medical personnel in IUCD technique and oral contraceptives.
8. Gives lectures/demonstrations on Family Planning methods and IUCD techniques to the trainees at the Central Planning Institutions.
9. Participates in various seminars, conferences, meetings etc. arranged by State Governments, voluntary organisations, local bodies or Department of Family Planning on various aspects of Family Planning.
10. Advises the IUCD section of the Department on problems of IUCD and oral contraceptives.

11. Frames and administers questionnaires on various aspects of IUCD and Family Planning to medical personnel to elicit their views.
12. Performs other related work which may be assigned.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would not by itself warrant placing a position in this class).

Qualification requirements:

Education general	M.B.B.S.
Education special	Post-Graduate in Public Health
Length and kind of experience	3 years professional experience in Obstetrics and Gynecology.
Special knowledge, ability and other factors	Competency in Programme designing and administration.

(2) Class Title:	Public Health Officer Grade X
Pay Scale:	Rs 1470-1890

Characteristics of the Class:

Under general direction of the Head of the department, formulates, develops, organises, directs and supervises the operation of the Public Health Programme. Analyses technical problems in developing large scale Public Health Programmes. Assesses corrective steps needed to improve current programmes. Reviews research and training priorities to ensure availability of adequate man-power for the execution of the programme. Maintains liaison with State Governments, Central Government Departments and other agencies in order to develop sound programmes, a coordinated approach and proper standards for implementation of the programmes. Directs the training of medical and para-medical personnel.

Typical Tasks:

(Tasks frequently found in positions falling within this class);-

1. Formulates birth control, training and research programmes of the Department and is responsible for their implementation in accordance with the specified targets and time schedule.
2. Draws up instructions on Family Planning techniques for use of field units.

3. Supervises all the regional units of the Department of Family Planning-obtains and scrutinises reports on field work of Family Planning Units and subordinate offices with a view to assess performance, suggests measures for improvement of the work.
4. Inspects work of field units, gives on-the-spot instructions for more effective implementation of programmes.
5. Relates performance to targets and supplies this information to the Evaluation Section.
6. Supervises and directs various research projects of Department of Family Planning techniques including research on oral contraceptives.
7. Gives advice on technical problems to the official and non-official organisation.
8. Scrutinises course-content of newly set up Family Planning Training Centres in the States to determine its adequacy - Suggests improvements in the curriculum where necessary.
9. Maintains operational control over Central Family Planning Corps.
10. Coordinates:

- (a) Demographic Research
 - (b) Communication Research, and
 - (c) Medical and Biological Research.
11. Coordinates the research activities of:
- (a) Central Family Planning Institute,
 - (b) Indian Council of Medical Research, and
 - (c) Central Demographic Research Institute.
12. Coordinates various programmes for the training of:
- (a) Nursing personnel required for the Family Planning Programmes;
 - (b) Community Development workers in Family Planning, Lady Health Visitors and Dais;
 - (c) Medical and para-medical personnel in
IUCD technique and sterilisation operation;
 - (d) Health Assistants (Family Planning) as basic health workers;
 - (e) Medical and para-medical personnel of other categories of Health services such as Leprosy workers, workers in T.B. etc.
 - (f) Instructors for imparting instructions to public on Family Planning techniques.
13. Issues certificates to the various trainees after successful completion of their training.
14. Coordinates Family Planning programmes with the community health service programmes in rural areas.

15. Co-ordinates programmes relating to Child Health Services and training of Nurses developed by the Director General of Health Services.
16. Co-ordinates with the Planning, Grants and Development sections of the Department - Collates information relating to the progress of various Family Planning Schemes such as number of IUCD inserted, sterilisation operations performed, seminars and refresher courses organized, scholarships awarded, contraceptives distributed etc.
17. Identifies and reviews research priorities of the Family Planning Programmes.
18. Maintains liaison with all official and non-official Family Planning organisations in the States.
19. Prepares notes on Family Planning Programmes for International agencies like WHO, UNICEF, USAID, World Bank Mission etc. for obtaining foreign assistance and for evaluation by foreign agencies.

20. Performs other related work that may be assigned.

(The above are only illustrations of the tasks generally performed in positions under this class. Mere existence of any one or a combination of these tasks would, not by itself warrant placing a position in this class).

Qualification requirements:

Education General:	M.B.B.S.
Education Special:	D.P.H./M.P.H.
Length & kind of experience:	About 7 years experience as incharge of public Health Programme.
Special knowledge, abilities and other factors.	Ability to formulate policies and plans and give technical support and supervision.

ANNEXURE 'C' I.

SALARY SCHEDULE IN THE UNITED STATES

[illegible]

PAY GRADE

[illegible]

GRADE DEFINITIONS

GRADE I

In this grade are to be assigned classes of positions in which the incumbents perform simple work such as carrying messages, cleaning desks, washing bottles for laboratory use, planting and caring for plants, bringing work to machinists etc.

Typical classes in this grade are:

Peons, messengers, farashes, gardeners, bottle-washers, mechanic's helpers, etc.

GRADE II

In this grade are to be assigned classes of positions in which the incumbents perform, under immediate supervision, simple routine work such as filing of letters, delivering mail to residences and offices, operating a duplicating machine, tending a simple factory machine, doing rough carpentry, making simple electrical repairs, patrolling residential areas, directing traffic etc.

Typical classes in this grade are:

Daftry, postman, wireman, gestetner, operator carpenter, machine operator, policeman etc.

GRADE III

In this grade are to be assigned classes of positions in which the incumbents perform, under immediate supervision with little or no latitude for exercise of independent judgment, such routine work as typing, drafting simple letters, preparing pay bills, sending messages over telegraph or teletype circuits, tending telephone equipment in a telephone exchange, teaching primary school classes, booking passengers and freight etc.

Typical classes in this grade are:

Lower Division Clerk, Mechanic, Sub-Overseer, Library Assistant, Assistant Store-Keeper, Booking Clerk, Compressor Driver etc.

GRADE IV

In this grade are to be assigned classes of positions in which the incumbents perform, under immediate supervision with limited latitude for exercise of independent judgment; technical or supervisory work such as classifying books in a library, translating official correspondence from English into Hindi or vice versa, taking pictures and developing and printing films, supervising a group

of workmen who tend machines, making routine analyses of chemical compounds, teaching students at the high school level etc.

Typical classes in this grade:

U.D.C., Statistical Clerk, Chargeman, Store Keeper, High School Teacher, Assistant Librarian etc.

GRADE V

In this grade are to be assigned classes of positions in which the incumbents perform, under general supervision, moderately difficult and responsible work in office, professional, scientific or technical fields, such as developing detailed design drawings for mechanical equipment, preparing drafts or notes on complicated issues, assisting a senior officer in maintenance and upkeep of Government buildings, collecting statistical data etc.

Typical classes in this grade are:

Overseer, Librarian, Economic Investigator, Hindi Assistant, Geological Assistant, Statistical Assistant, Cashier, Assistant etc.

GRADE VI

In this grade are to be assigned classes of positions in which the incumbents perform, under

general supervision, difficult and responsible work in office or professional, scientific or technical fields, such as examining income-tax returns and inspecting accounts books, operating a portable rotary drilling rig, supervising work of statistical data collection; inspecting factories to determine compliance with labour legislation etc.

Typical classes in this grade are:

Assistant Civil Engineer, Assistant Geologist, Senior Technical Assistant, Sub-Editor, Senior Economic Investigator, Publication Assistant etc.

GRADE VII.

In this grade are to be assigned classes of positions in which the incumbents perform, under general supervision, very difficult and responsible work in office, scientific, technical, supervisory, or administrative fields; such as designing roads, supervising the construction of buildings; exploring stratigraphic arrangement and composition of earth to locate gas, oil and mineral deposits; supervising a section in a Ministry or Department; indenting stores according to technical specifications; analysing statistically, economic or other numerical data and summarising findings etc.

Typical classes in this grade are:

Assistant Director of Estates, Assistant Telegraph Manager, Assistant Director (Administration) Assistant Education Officer, Section Officer, Research Officer, Stores Officer etc.

GRADE VIII

In this grade are to be assigned classes of positions in which the incumbents perform, under general administrative supervision, with considerable latitude for the exercise of independent judgment, highly difficult and responsible work along technical, supervisory or administrative lines, such as planning and designing engines and other machines; applying principles of cost accountancy to provide detailed cost data; supervising foreman in a workshop, including the establishing of work procedures and production schedule; selecting, writing and reviewing materials for official publications etc.

Typical classes in this grade include:

Under Secretary, Publications Officer, Statistical Officer, Audio-Visual Officer, Mechanical Engineer, Manager of Telegraph workshop, Senior Administrative Officer, Editor, Senior Research Officer, Education Officer etc.

GRADE IX

In this grade are to be assigned classes of positions in which the incumbents perform, under general administrative supervision with wide latitude for the exercise of independent judgment, work involving: (1) the development of proposals for new policies or programmes or the revision of existing ones; (2) the administration of a large organisational unit; (3) the direction of a professional group; or (4) highly difficult and responsible technical, professional or scientific work.

Typical Classes in this grade include:

Chief Superintendent (Telegraphs), Deputy Collector of Customs, and Deputy Director of Training and Employment etc.

GRADE X

In this grade are to be assigned classes of positions in which the incumbents perform, under general administrative supervision, with wide latitude for the exercise of independent judgment, work involving; (1) the development of complex proposals for new policies or programmes or the

revision of existing ones; (2) the administration of large complex organisational units or ones having complex problems; (3) the direction of a large professional group; or (4) technical, professional or scientific work of unusual difficulty and responsibility.

Typical classes in this grade include:

Director of Accounts, District Manager (Telephones), Chief Controller of Telegraph Stores, Deputy Secretary, Assistant Commissioner of Income Tax.

GRADE XI

In this grade are assigned classes of positions in which the incumbents perform, under administrative direction, with wide latitude for the exercise of independent judgment, work involving; (1) the development of proposals for complex policies or programmes which pose sensitive issues or call for unusual solutions; (2) the administration of major parts of national programmes or ones having difficult and sensitive problems; (3) the direction of major professional organisation; or (4) consultation on technical, professional or

scientific work of unusual difficulty and responsibility.

Typical classes in this grade include:

Commissioner (Panchayats); Collector of Central Excise, Deputy Director General Post and Telegraph.

GRADE XII.

In this grade are assigned classes of positions in which the incumbents perform, under general administrative direction with wide latitude for exercise of independent judgment, work involving; (1) administration of national programmes having most difficult and sensitive problems; (2) administration of an industrial undertaking or a small department; or (3) consultation on complex technical, professional or scientific work of unusual difficulty and responsibility.

Typical classes in this grade include:

GRADE XIII.

In this grade are assigned classes of positions in which the incumbents perform, under administrative direction with very wide latitude for the exercise

of independent judgment, work involving; (1) the development of proposals for policies or programmes of national significance relating to a department; (2) the administration of a wing in a Ministry or the management of a major industrial undertaking (3) the direction of a large professional or scientific organisation; or (4) consultation on complex scientific, professional, or technical matters of unusual difficulty and responsibility.

Typical classes in this grade are:

Joint Secretary, Deputy Election Commissioner, Director General Supply and Disposal, Legal Adviser to Ministry, Financial Adviser to a Ministry or a large industrial undertaking, Divisional Commissioner.

GRADE XIV.

In this grade are assigned classes of positions in which the incumbents perform work involving (1) the administration and direction of a department in a Ministry or an industrial complex in the public sector; (2) providing advice to Ministers; (3) review of proposed policies and programmes of national importance before submission to Government:

professional or technical matters of national importance.

Typical classes in this grade are:

Director General Posts and Telegraphs,
Managing Director of an Industrial Complex.

GRADE XV.

In this grade are assigned classes of position in which the incumbents perform work involving: (1) the administration and direction of a major department in a Ministry; (2) the implementation of Cabinet decisions relating to the department; (3) acting as Chief Adviser to the Ministry on matters of policy and programme; and (4) review of proposed policies and programmes of importance before submission to Government.

Typical classes in this grade are:

Secretary, Election Commissioner etc.

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STATEMENT INDICATING ASSIGNMENT OF
EXISTING POSITIONS IN THE DEPART-
MENT OF FAMILY PLANNING TO PROPOSED
GRADES

<u>sent</u> <u>ignations</u>	<u>No. of</u> <u>Positions</u>	<u>Proposed Allocation</u>		
		<u>(1)</u>	<u>(2)</u>	<u>(3)</u>
Assistant Commissioner	3	Information Officer Grade X	Store & Purchase Officer Grade X	Public Health Officer Grade X
Dy. Assistant Commissioner	1	Public Health Officer Grade VIII		
Under Secretary	2	Under Sec- retary Grade VIII		
Publication Officer	1	Publication (Officer Grade VIII		
Accounts Officer	1	Cash & Accounts Officer Grade VIII		
Editor, English	1	Information Officer (Editorial) Grade VIII		
Editor, Hindia	1	Information Officer (Public Relations) Grade VIII		
Audio-Visual Media Officer	1	Information Officer (Audio-Visual) Grade VIII		
Asstt. Education Officer	1	Information Officer Grade VII		
Section Officer	8	Section Officer Grade VII		

11. Research Officer	1	Statistical Officer Grade VII	
12. Senior Photographer	1	Photographer Grade VII	
13. Investigator	9	Cash & Accounts Assistant Grade-VI (1)	Assistant Statistica. Grade V Assistant Grade VI (4) (4)
14. Senior Technical Assistant	2	Store & Purchase Assistant Grade VI (1)	Assistant Grade V (1)
15. Publicity Assistant	1	Information Officer Grade VI	
16. Sub-Editor	1	Information Officer (Editorial) Grade VI	
17. Committee Officer	2	Assistant Grade V (1)	Section Officer Grade VII (1)
18. Technical Assistant	14	Assistant Grade V (14)	
19. Analysts	2	Assistant Grade V	
20. Statistical Assistant	4	Statistical Assistant Grade V (4)	
21. Cashier	1	Cash & Accounts Assistant Grade V	
22. Assistant	19	Assistant Grade V (19)	
23. Hindi Assistant	1	Hindi-English Translator Grade V	

24. Parliament Assistant	1	Assistant (Parliament) Grade V
25. Processing Assistant	1	Assistant Photographer Grade V
26. Computer	6	Statistical Clerk Grade IV (6)
27. Upper Division Clerk	24	Clerk - Grade IV (24)
28. Lower Division Clerk	49	Clerk - Grade III (49)
29. Steno-typist	2	Stenographer Grade III

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Pay Scales prevalent in the
Punjab Government

ANNEXURE 'F'

<u>S.No.</u>	<u>Existing Design</u>
1.	Lower Division Cler
2.	Upper Division Cler
3.	Assistant
4.	Technical Assistant
5.	Senior Technical Assistant
6.	Committee Officer
7.	Analyst
8.	Assistant (Parliame Work)
9.	Investigator
10.	Section Officer
11.	Under Secretary
12.	Cashier

LIST OF EXISTING DESIGNATIONS AND PAY-SCALES
AND PROPOSED DESIGNATIONS AND PAY-SCALE

S.No.	Existing Designations	Proposed Class Title	Existing Pay-Scale	Proposed Pay-Scale
1.	Lower Division Clerk	Clerk Grade III	110-3-131-4-155-EB-4-175-180	120-5-190
2.	Upper Division Clerk	Clerk Grade IV	130-5-160-8-200-EB-8-256-EB-8-280	170-8-262
3.	Assistant	Assistant Grade V	210-10-270-15-300-EB-15-400-EB-20-530	250-12-418
4.	Technical Assistant	Assistant Grade V	210-10-290-15-320-EB-15-425	250-12-418
5.	Senior Technical Assistant	Assistant Grade V	325-15-475-EB-20-575	250-12-418
6.	Committee Officer	Assistant Grade V	350-25-500-30-590-EB-30-800-EB-30-830-35-900	250-12-418
7.	Analyst	Assistant Grade V	350-25-500-30-590-EB-30-800-EB-30-830-35-900	250-12-418
8.	Assistant (Parliament Work)	Parliament Asstt. Grade V	210-10-270-15-300-EB-15-400-EB-20-530	250-12-418
9.	Investigator	Assistant Grade V	325-15-475-EB-20-575	250-12-418
10.	Section Officer	Section Officer Grade VII	350-25-500-30-590-EB-30-800-EB-30-830-35-900	540-23-862
11.	Under Secretary	Under Secretary Grade VIII	900-50-1250	770-30-1190
12.	Cashier	Cash & Accounts Asstt.-Grade V	210-10-270-15-300-EB-15-400-EB-20-530	250-12-418

13.	Investigator	Cash & Accounts Asstt. Grade VI	325-15-475-EB-20-575	370-17-608
14.	Accounts Officer	Cash & Accounts Officer Grade-VIII	400-1250	770-30-1190
15.	Computer	Statistical Clerk Grade IV	150-5-160-8-240-EB-8-280-10-300	170-8-282
16.	Statistical Asstt.	Statistical Asstt. Grade V	210-10-290-15-320-EB-15-425	250-12-418
17.	Investigator	Statistical Asstt. Grade VI	325-15-475-EB-20-575	370-17-608
18.	Research Officer	Statistical Officer Grade VII	400-950	540-23-862
19.	Publicity Assistant	Information Assistant (Publicity) Grade VI	325-15-475-EB-20-575	370-17-608
20.	Sub-Editor	Information Asstt. (Editorial) Grade VI	325-15-475-EB-20-575	370-17-608
21.	Editor (English)	Information Officer (Editorial) Grade VIII	700-40-1100/2-1250	770-30-1190
22.	Editor (Hindi)	Information Officer (Public Relations) Grade VIII	700-40-1100/2-1250	770-30-1190
23.	Audio Visual Media Officer	Information Officer (Audio-Visual) Grade VIII	700-40-1100/2-1250	770-30-1190

24.	Assistant Education Officer	Information Officer (Education) Grade VII	400-25-500-30-590-EB-30-800-EB-30-830-35-900	540-23-862
25.	Publication Officer	Publication Officer Grade VIII	700-40-1100/2-1250	770-30-1190
26.	Assistant Commissioner (Media)	Information Officer (publicity) Grade X	1300-60-1600	1470-60-1890
27.	Senior Technical Asstt.	Stores & Purchase Asstt. - Grade VI	325-15-475-EB-20-575	370-17-608
28.	Assistant Commissioner (Supply)	Stores & Purchase Officer Grade X	1300-60-1600 plus Rs.140 P.M. as special PM	1470-60-1890
29.	Processing Asstt.	Asstt. Photographer Grade V	210-10-290-15-320-EB-15-425	250-12-418
30.	Senior Photographer	Photographer Grade VII	400-25-500-EB-30-800	540-12-418
31.	Dy. Asstt. Commissioner (Family Planning)	Public Health Officer Grade VIII	450-30-660-EB-1100-50-1250 plus NPA @ 50% of pay subject to maximum of Rs.600/- p.m.	770-30-1190
32.	Asstt. Commissioner (Family Planning)	Public Health Officer Grade X	1300-60-1600 plus Non practicing allowance @ 50% of pay subject to a maximum of Rs.600/-p.m.	1470-60-1890
33.	Hindi Assistant	Hindi-English Translator Grade V	210-10-270-15-300-EB-15-400-EB-20-530	250-12-418
34.	Steno-typist	Stenographer Grade III	110-3-131-4-151-EB-4-175-5-180-plus S.P. of Rs.20/-	120-5-190

Pay Scales prevalent in the
Punjab Government

1. Rs. $30\frac{1}{2}$ -35
2. Rs. 30-2-40
3. Rs. 30-2-60
4. Rs. 31-1-37
5. Rs. 31-1-42
6. Rs. 32-1-67
7. Rs. 32-3-42
8. Rs. 32-43
9. Rs. $32\frac{1}{2}$ -1-49 $\frac{1}{2}$
10. Rs. 35-1-40
11. Rs. 35-1-45
12. Rs. 35-1-50
13. Rs. 35-4-75
14. Rs. 37-1-47
15. Rs. 37-1-42
16. Rs. $39\frac{1}{2}$ -3-69 $\frac{1}{2}$
17. Rs. $39\frac{1}{2}$ -1-49 $\frac{1}{2}$ -/2-59 $\frac{1}{2}$
18. Rs. $39\frac{1}{2}$ -1 $\frac{1}{2}$ -54 $\frac{1}{2}$
19. Rs. $39\frac{1}{2}$ -1 $\frac{1}{2}$ -57 $\frac{1}{2}$
20. Rs. $39\frac{1}{2}$ -2-49 $\frac{1}{2}$
21. Rs. 40/70
22. Rs. 40-2-60
23. Rs. 40-1-55
24. Rs. 40-1-50
25. Rs. 40

26. Rs. $42\frac{1}{2}$
27. Rs. $42\frac{1}{2}/52\frac{1}{2}$
28. Rs. $42\frac{1}{2}-1-54\frac{1}{2}$
29. Rs. $42\frac{1}{2}-2\frac{1}{2}-57\frac{1}{2}$
30. Rs. $42\frac{1}{2}-2-62\frac{1}{2}$
31. Rs. 45-2-75
32. Rs. 45-2-70
33. Rs. 45-1-65
34. Rs. 45-1-60
35. Rs. 45-1-50
36. Rs. 45
37. Rs. $45-\frac{1}{2}-1\frac{1}{2}-51\frac{1}{2}-/2-57\frac{1}{2}$
38. Rs. $47\frac{1}{2}-2-57\frac{1}{2}/3-79$
39. Rs. $47\frac{1}{2}-2-57\frac{1}{2}-4-77\frac{1}{2}$
40. Rs. $47\frac{1}{2}-2-67\frac{1}{2}$
41. Rs. $47\frac{1}{2}-1-52\frac{1}{2}/1-57\frac{1}{2}-1-62\frac{1}{2}$
42. Rs. $47\frac{1}{2}-1-59\frac{1}{2}$
43. Rs. $47\frac{1}{2}-2-57\frac{1}{2}$
44. Rs. $47\frac{1}{2}-2-67\frac{1}{2}-/3-97\frac{1}{2}$
45. Rs. 50-1-60-2-80
46. Rs. 50-200
47. Rs. 50-2-70
48. Rs. 50-2-65
49. Rs. 50-3-80-4-88
50. Rs. 50-3-80/4-100
51. Rs. $52\frac{1}{2}-2-62\frac{1}{2}$
52. Rs. $52\frac{1}{2}-3-82\frac{1}{2}$
53. Rs. 55-2-65
54. Rs. 55
55. Rs. 55/80
56. Rs. 55-3-70/4-90
57. Rs. 55-3-70/4-90/3-120

Rs. 55-3-70/5-120

Rs. 59 $\frac{1}{2}$ -1-77 $\frac{1}{2}$

Rs. 60-1-65

Rs. 60/70

Rs. 60-4-80

Rs. 60-5-90

Rs. 60-4-80/5-100

Rs. 60-120

Rs. 60-4-100/5-125

Rs. 60-3-90/2-4-130

Rs. 60-4-80/5-120/5-150

Rs. 65-75 (Consolidated)

Rs. 65

Rs. 65-5-140/5-200

Rs. 70/85

Rs. 70-4-110

Rs. 70-4-90/5-120

Rs. 70-130

Rs. 75

Rs. 75-90

Rs. 75-4-95

Rs. 75-5-100

Rs. 75-3-105

Rs. 75-5-100/5-120

Rs. 75-100/5-125

Rs. 75-5-160

Rs. 75-5-140/6-200

Rs. 80-10-100

- 86. Rs. 80-3-110
- 87. Rs. 80-110
- 88. Rs. 80-5-100/5-120
- 89. Rs. 80-1-125
- 90. Rs. 40-4-100/5-130
- 91. Rs. 80-5-140/7 $\frac{1}{2}$ -185
- 92. Rs. 80-5-120/6-190
- 93. Rs. 80-5-150
- 94. Rs. 80-5-140/6-170
- 95. Rs. 80-5-140/6-120
- 96. Rs. 80-8-200
- 97. Rs. 80/5/100/5-150/7-206
- 98. Rs. 80-5-120-8-200/10-220
- 99. Rs. 80-5-159/10-250
- 100. Rs. 80-8-200
- 101. Rs. 80-170
- 102. Rs. 85
- 103. Rs. 85/110
- 104. Rs. 90 (fixed)
- 105. Rs. 90-120
- 106. Rs. 90-6-120/8-160
- 107. Rs. 90-5-150
- 108. Rs. 90-5-140/6-120
- 109. Rs. 90-5-180
- 110. Rs. 90-5-140/6-200
- 111. Rs. 90-175
- 112. Rs. 95-5-145/10-275
- 113. Rs. 100 (fixed)
- 114. Rs. 100/125 (consolidated)

- 115. Rs. 100-175
- 116. Rs. 100-5-135/10-185
- 117. Rs. 100-10-200
- 118. Rs. 100-5-175/6-206
- 119. Rs. 100-8-140
- 120. Rs. 100-5-140/6-200/7-235/8-275
- 121. Rs. 100-10-200/10-300
- 122. Rs. 100-250
- 123. Rs. 100-7-135/10-185/12-275
- 124. Rs. 105 (fixed)
- 125. Rs. 105-5-120/8-200/10-220
- 126. Rs. 106-6-160/8-200
- 127. Rs. 110-10-150
- 128. Rs. 110-130
- 129. Rs. 110-8-190/10-250
- 130. Rs. 110-8-190/10-200
- 131. Rs. 116-8-140/10-200
- 132. Rs. 116-8-180/10-250
- 133. Rs. 120-7 $\frac{1}{2}$ -165/10-175
- 134. Rs. 120-4-160
- 135. Rs. 120-6-150
- 136. Rs. 120-5-160/5-180
- 137. Rs. 120-190
- 138. Rs. 120-10-200
- 139. Rs. 120-7 $\frac{1}{2}$ -180/7 $\frac{1}{2}$ -240
- 140. Rs. 120-10-250
- 141. Rs. 120-7-190/8-270/10-300
- 142. Rs. 120-10-300
- 143. Rs. 120-10-200/15-350
120-10-300/15-400

144. Rs. 120-300
145. Rs. 125 (fixed)
146. Rs. 125-1-150
147. Rs. 125-5-175
148. Rs. 125-10-225
149. Rs. 126-6-155/8-225
150. Rs. 125-10-175/15-250
151. Rs. 130-10-200/10-320
152. Rs. 130-10-200/10-300
153. Rs. 130-8-170/10-190
154. Rs. 130-10-250/15-355
155. Rs. 135-10-185/15-275
156. Rs. 138 (fixed)
157. Rs. 140-200
158. Rs. 140-220
159. Rs. 140-245
160. Rs. 140-250
161. Rs. 140-10-200/10-300
162. Rs. 140-10-200/-15-350
163. Rs. 150 (fixed)
164. Rs. 150-10-200
165. Rs. 150-10-180
166. Rs. 150-7-206
167. Rs. 150-10-220
168. Rs. 150-12½-175/10-225
169. Rs. 150-10-250
170. Rs. 150-10-300

171. Rs. 150-10-220/15-380
172. Rs. 150-10-200/10-300
173. Rs. 150-10-250/10-250
174. Rs. 150-10-250/15-370
175. Rs. 150-10-250/15-380
176. Rs. 160 (fixed)
177. Rs. 160-5-200
178. Rs. 160-8-240/10-300
179. Rs. 160-8-240/10-330
180. Rs. 160-10-230/15-350
181. Rs. 160-8-200/10-290/15-380
182. Rs. 170-10-250
183. Rs. 170-10-250/40-4-290
184. Rs. 170-10-250/10-350
185. Rs. 175 (fixed)
186. Rs. 175-15-295
187. Rs. 175-10-225/15-275
188. Rs. 175-15-295/15-400
189. Rs. 180-10-320/16-400/20-440
190. Rs. 180-10-250/10-400
191. Rs. 180-7 $\frac{1}{2}$ -285/7 $\frac{1}{2}$ -300
192. Rs. 180-10-230/15-275
193. Rs. 200-3-245/5-275
194. Rs. 200-10-280
195. Rs. 200-300
196. Rs. 200 (fixed)
197. Rs. 200-350
198. Rs. 200-10-300/15-375

199. Rs . 200-15-380
200. Rs . 200-15-320/16-400
201. Rs . 200-20-400
202. Rs . 200-20-400
203. Rs . 200-15-320/20-410
204. Rs . 200-15-280/20-450
205. Rs . 200-20-400/25-500
206. Rs . 200-15-380/20-500/25-525
207. Rs . 200-25-450
208. Rs . 200-15-320/20-500
209. Rs . 200-20-400/20-600
210. Rs . 210-320
211. Rs . 210-10-300
212. Rs . 210-380
213. Rs . 210-15-400
214. Rs . 250 P.M.
215. Rs . 250-10-300
216. Rs . 250-10-350
217. Rs . 250-15-355
218. Rs . 250-15-340/20-400
219. Rs . 250-10-320/16-400/20-440
220. Rs . 250-15-430/20-450
221. Rs . 250-15-475
222. Rs . 250-20-330/20-430/20-550+2 $\frac{2}{3}$ % as Incharge allowance
223. Rs . 250-15-400
224. Rs . 250-25-350/25-500
225. Rs . 250-25-500/30-650

226. Rs. 250-25-500/25-600
227. Rs. 250-25-500/30-650
228. Rs. 250-25-550
229. Rs. 250-25-375/25-700/25-750
230. Rs. 270-10-340/10-420
231. Rs. 270-15-300/25-400/25-559
232. Rs. 275-15-470/15-500/20-700
233. Rs. 300/-
234. Rs. 300-12-360/15-390
235. Rs. 300-10-400
236. Rs. 300-20-500
237. Rs. 300-20-600
238. Rs. 300-20-500
239. Rs. 300-650
240. Rs. 300-25-500/25-600
241. Rs. 300-25-550/25-750
242. Rs. 300-25-575/25-650/30-800
243. Rs. 300-25-475/25-650/30-860/40-900
244. Rs. 300-30-600/40-800/50-850
245. Rs. 300-15-480
246. Rs. 350-20-450
247. Rs. 350-25-500
248. Rs. 350-20-550
249. Rs. 350-25-500/30-650
250. Rs. 350-25-550

- 252. Rs. 350-40-750
- 253. Rs. 350-25-600/25-800
- 254. Rs. 350-25-500/30-650/40-850
- 255. Rs. 350-900
- 256. Rs. 350-30-500/40-750/50-2000
- 257. Rs. 350-40-750-40-950
- 258. Rs. 350-40-950/50-1200
- 259. Rs. 340-20-500/20-740
- 260. Rs. 400/600 (Consolidated)
- 261. Rs. 400-30-550/25-750
- 262. Rs. ~~400~~ 30-640/40-800
- 263. Rs. 400-30-559/40-750/50-900
- 264. Rs. 315-500
- 265. Rs. 375-30-685/40-925
- 266. Rs. 375-30-525/40-925/50-1275
- 267. Rs. 450-30-600/40-800/50-950
- 268. Rs. 450-10-500/10-550
- 269. Rs. 500-30-680/40-800
- 270. Rs. 500-25-1000
- 271. Rs. 500-30-800/30-1100-50-1200
- 272. Rs. 530-30-680
- 273. Rs. 600-900
- 274. Rs. 600-40-1000
- 275. Rs. 600-40-800/40-920/40-1000/50-1200
600-40-1150
- 276. Rs. 600-40-1000-50-1250
600-1225
- 277.** Rs. 640-800

- 278. Rs. 650-30-800/40-1000-40-1200
- 279. Rs. 650-25-750
- 280. Rs. 625-40-1025/50-1275
625-40-1025/50-1225
- 281. Rs. 670-40-750/40-900-50-1000/50-1200
- 282. Rs. 700-40-900/110
- 283. Rs. 700-50-1250
- 284. Rs. 600-1225
- 285. Rs. 750 (fixed)
- 286. Rs. 750-50-1000
- 287. Rs. 750-40-950-50-1200
- 288. Rs. 750-50-1250
- 289. Rs. 800-40-100
- 290. Rs. 800-50-1200
- 291. Rs. 800-50-1250
- 292. Rs. 800-50-1300
- 293. Rs. 800-50-1400
- 294. Rs. 800-50-1500
- 295. Rs. 900-50-1000-60-1600-50-1800
- 296. Rs. 100-1500
- 297. Rs. 100-75-1600
- 298. Rs. 1000-100-1500-60-1920-80-2000
- 299. Rs. 1100-50-1300
- 300. Rs. 1100-50-1400
- 301. Rs. 1200-1256-50-1500
- 302. Rs. 1300-1800
- 303. Rs. 1300-100-2000

- 304. Rs. 1300-50-1600
- 305. Rs. 1500/-
- 306. Rs. 1500-75-1650
- 307. Rs. 1500-50-1750
- 308. Rs. 1500-1800
- 309. Rs. 1600-100-1800
- 310. Rs. 1600-100-2000
- 311. Rs. 1700-100-2000
- 312. Rs. 1800-2000
- 313. Rs. 2000-75-2150/100-2250
- 314. Rs. 2500-125/2-2750

